



IMPACT EVALUATION

Improving performance isn't easy, whether it's the habits and practices of your sales teams, your leaders, or your individual contributors. It's a serious investment of resources – not just money, but time, effort, and attention that could be spent on other priorities. As our clients take on major efforts to improve performance, it makes sense to build in methods to monitor the progress and measure the results. When the inevitable question “Was it worth it?” comes, our clients already *know* that it is - and they can *prove* it!

Impact Evaluation will augment any effort to improve performance. It's been used in financial services, pharmaceuticals, manufacturing, biotechnology, telecommunications, shipping, and many other industries. An *Impact Evaluation* shows the behaviors that changed, the performance that improved, and the results achieved, whether in sales, leadership, or individual effectiveness.

Independent Standard of Excellence



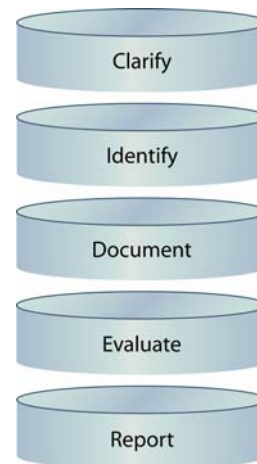
Our *Impact Evaluation* process has been examined and certified by ES Research, an independent advisory firm that evaluates sales training providers, as being fully compliant with their Certified Measurement Program. Not many firms can credibly measure changes in sales performance with their clients – but Wilson Learning can.

VALUE PROPOSITION

Impact Evaluation is a collaborative process that monitors effectiveness and demonstrates results. Showing results earns more support, gains wider participation in the effort to improve performance. It adds value and supports success by showing where development investment should focus for the best return on effort.

APPROACH

Impact Evaluation is a flexible and adaptable process. *Impact Evaluation* involves short surveys of participants and their managers (at least) and may also involve win/loss reviews, manager interviews, business metrics, and “best practice” sessions. Whether simpler or more customized, the outcome of the process is a clear, credible view of what changes persist and what results are attributed. At its core, the process is always the same:



As a service offering in support of other efforts, the steps are to **Clarify** the outcomes the client needs, **Identify** credible change indicators and the approach to collect them, **Document** the approach, variables, scope, and project plan, **Evaluate** and monitor with the chosen approach, and **Report** results, recommendations, and next steps.

OUTCOMES BY STEP

<i>Step</i>	<i>Outcome</i>
<p><i>Clarify</i></p> <p>Discuss and discover with key stakeholders exactly what . will demonstrate success in the performance improvement effort.</p>	Clarity and agreement on the changed behaviors and results that signal success.
<p><i>Identify</i></p> <p>Discover and agree on change indicators that are already available, or that need to be created. Agree on the best evaluation approach.</p>	Simple elegance in a measurement approach.
<p><i>Document</i></p> <p>Write up the approach, what other variables might effect the change indicators, the pre-program state of the change indicators, who will be involved and how they will be involved – the complete plan.</p>	A simple plan and baseline.
<p><i>Evaluate</i></p> <p>Execute the planned approach, monitoring and informing the client of participation, early results, and emerging trends.</p>	Important data.
<p><i>Report</i></p> <p>Report results, typically in a briefing to the stakeholders to describe the changed behavior, the changed results, and recommendations to maintain / optimize both.</p>	Information and insight to drive decisions to optimize the impact.

CONTINUING MEASUREMENT

Measurements such as *Impact Evaluation* focus organizational attention on the good outcomes the organization needs. Organizations should exercise the option of a repeat measurement several months later, to maintain that focus and continue the process.

The (optional) repeat measurement offers several predictable advantages:

- Organizational attention is kept on the good outcomes desired
- Sustainment of the improved performance remains a priority
- The improved performance has a better opportunity to become habit

CONTINUING IMPROVEMENT

The information and insight that *Impact Evaluation* provides is intended to both document successful

change and provide a path toward continuing improvement.

Recommendations typically include a candid assessment of where implementation has missed opportunities, how follow-through and accountability might be improved, what remediation is indicated where the changed behaviors and results are not yet meeting expectations, and what next steps for the client organization will **keep the improved performance** at the targeted level, or above.

Impact Evaluation, as an Assessment Services offering, keeps the promise:

Better Decisions Through Better Information

To provide our clients with clear decision-making information and insight in order to achieve the full potential of their human resources.