

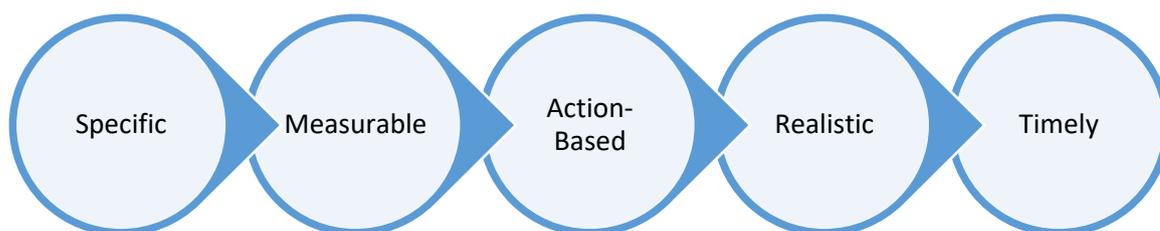
Measurable Outcomes

Measurable outcomes provide the link between the training and what happens on the job. They are the specific things that people should do upon return to work to implement the training.

They are very useful in helping to evaluate the training and return on investment – especially in relation to leadership, management or interpersonal skills training when it can be hard to provide statistics. They are the behaviour that links the required business outcome to the training content.

Measurable outcomes can be very simple e.g. Managers will hold a 15-20 minute team briefing at the start of every day. This is observable, and feedback can be given on it. If course attendees AREN'T doing this and the business feels it is important, WHY aren't they doing this? Don't they feel able? (In which case our training has failed). Are they choosing not to (in which case it's a performance management issue) Are they being prevented from doing so? (in which case there is an issue with the system, process or culture).

To be useful, measurable outcomes should be SMART.



SMART outcomes make it easier to measure and therefore easier to evaluate at the end of the programme.

Measurable outcomes hold people to account – both individuals who have completed the training AND their managers. They don't always specify quality. When making a change, we need to focus on creating a new habit. Sensible, achievable measurable outcomes allow people to do that. Quality of behaviour can be developed through feedback and coaching, either via the line manager or (if appropriate and possible) via the trainer or a colleague.

Measurable outcomes will provide a springboard for action planning. It may be that, for compulsory training, delegates MUST implement behavioural outcomes that you specify. Often, they are suggestions. It's very useful to have them so that people can pick the outcomes that are most relevant to them (perhaps after a discussion with their manager). They need to be committed to them, or they won't do them, and the impact of the training will be limited.

Of course, in many cases (particularly management skills training) we would encourage people to define their own measurable outcomes as part of the action planning process.



So, although we wouldn't usually describe measurable outcomes at the start of the course when it is being delivered, we need to start thinking about them right at the start to make sure that our training is going to transfer to the workplace and have an impact of the business.

IF your training objectives have been met AND people are delivering against measurable outcomes and IF the training needs analysis was done correctly, you should see a business improvement. If you don't, it may be that the training event failed to deliver for some reason, OR there are other external forces that are outweighing the impact of the behaviours.