

# 4. Evaluate business results

## Importance

The impact of mastering these competencies is that you:

- Determine whether the learning solution affects business results.
- Identify opportunities for improving the learning and other performance solutions.

## Supporting competencies and tasks

These tasks contribute to mastery of the supporting competencies (in bold). Put a check mark next to each task or subtask within the supporting competency as you complete it:





### **4a Develop a plan to evaluate business results for learning solutions**

See *Assessing Performance Needs 4d*

### **4b Identify business measures**

See *Assessing Performance Needs 2c*

### **4c Assess business results**

- ▶ Gather data to identify gaps between pre-intervention, current, and desired performance outcomes
- ▶ Identify factors other than performance outcomes that might affect business results (for example, political instability and social unrest) 
- ▶ Assess the impact of learning on performance outcomes and subsequent business results
  - ▶ Evaluate improvements in confidence and leadership skills, if applicable 
  - ▶ Evaluate the effectiveness of coaching and mentoring 
  - ▶ Evaluate effectiveness of networking (peer-to-peer or business-to-business) 
- ▶ Collect pre-program and post-program economic data for the target group to determine whether the program had any direct effect on the participants' economic situation
  - ▶ Gather proof of any economic changes that can be directly attributed to the program

### **4d Recommend changes based on the evaluation of business results**

- ▶ Identify potential changes to the design and facilitation based on how learning solution and performance outcomes have affected business results
- ▶ Identify potential changes to the support for the transfer of learning based on how learning solution and performance outcomes have affected business results
- ▶ Determine feasibility of identified changes
- ▶ Recommend changes to improve the impact of the learning solution on performance outcomes and subsequent business results

## Key outputs and assessment criteria

Mastering these competencies typically involves the following outputs. The assessment criteria indicate what would make the output appear to be high in quality.

KEY OUTPUTS	ASSESSMENT CRITERIA
<b>Plan to evaluate business results</b>	Plan identifies what data to gather and analyze
	Plan identifies when to conduct evaluation
	Plan includes benchmarks of pre-intervention business results
	Plan includes an estimate of resources required to implement evaluation plan
<b>Assessment of business results</b>	Gap between pre-intervention, current, and desired business results is identified
	Results are stated in terms of specific existing business measures
	Results are based on accurate and reliable data and sound analysis
	Cause-effect relationships are determined among intervention, performance outcomes, and business results, if possible
	Assessment determines the appropriateness of business measures in light of actual business results
<b>Recommended changes to learning solution (including support for transfer)</b>	Recommendations are based on analysis of how the learning solution has affected performance outcomes and subsequent business results
	Recommended changes support the achievement of desired performance outcomes
	Recommendations are realistic for the organization and work unit