

The background is a dark gradient with several spotlights shining from above. The spotlights are represented by white book-like shapes with pages fanned out, casting beams of light in shades of orange and red. The text 'Much Ado about LEARNING' is centered in the scene, with 'LEARNING' in a larger, outlined font.

Much Ado about LEARNING




Proving

From insights to impact

value



Leena Randhawa
Director of Learning



IDEA LIBRARY

What business value can we demonstrate?

Do we do this now? Yes No

Do we do this now? Yes No

Do we do this now? Yes No

Do we do this now? Yes No

Do we do this now? Yes No

Do we do this now? Yes No

Challenge to Action

	 Challenge What's stopping you from demonstrating business value?	 Why? What's causing this challenge?	 Solution What could you do to overcome it?	 Action What's one immediate step you can take?
1				
2				
3				
4				
5				

From initiative to impact: Crafting your story

- 1. Start with the "Why"**

Anchor the story in a business risk or priority – not "we ran a training."

 **Example:** "We aimed to lower the risk of phishing-related breaches after a recent incident almost cost the business £250k in downtime and recovery."

What did your L&D initiative enable, prevent, or protect?
- 2. Make it about people, not just programmes**

Show how it affected real teams, behaviours, or moments.

 **Example:** "One of our finance team members clicked on a spoof supplier email that made it to the payment stage before it was caught. The team made it clear awareness alone wasn't enough."

Whose experience or moment can you use to humanise the story?
- 3. Balance hard and soft evidence**

Pair quantitative and qualitative data.

 **Example:** "Click-through rates on phishing tests dropped from 22% to 7%, and one team member said, 'I stopped a fake invoice last week because I knew exactly what to look for.'"

What numbers and human reactions can you include?

From initiative to impact: Crafting your story

- 4. End with the "so what"**

Make the value for the business explicit.

 **Example:** "This shift in behaviour is projected to prevent at least three major breaches a year – saving an estimated £500k in downtime, legal exposure, and reputational damage."

What did this enable, prevent, or protect?
- 5. Leave a door open**

Hint at what's next to invite interest or further backing.

 **Example:** "We're now expanding the simulation-based training to our supply chain partners. Let me know if you'd like to see the rollout plan."

Whose experience or moment can you use to humanise the story?

From "Notes to narrative"

 Use this space to bring your story to life – pull together the why, the people, the impact, and the 'so what' into a clear, compelling narrative.



“So, what do you do?”

Turn to the person next to you.

Imagine you’ve just met at a networking event, and that they **don’t work in L&D**.

Answer the simple question: ‘So, what do you do?’ the way you normally would.

 You have **2 minutes**



Reflect...



Did I describe my **function** or my **impact**?



Would a CFO hearing my answer know what L&D delivers for the **bottom line**?



Did I use **generic words** (develop, grow, learn) or **business terms** (retention, customer satisfaction, productivity, risk mitigation)?

“I run our onboarding programmes.”

WITH IMPACT

“I accelerate new employee onboarding, enabling hires to ramp up **in half the time** and start **delivering value sooner.**”

“I create those compliance courses you have to complete every year.”



WITH IMPACT

“I reduce business risk by making sure employees have the knowledge and behaviours to **keep us compliant** and **protect revenue.”**

“I lead our global education department.”

WITH IMPACT

“I lead our global skills and knowledge strategy, equipping employees with what they need to grow and drive business success.”

Mark from IT

Oh wow, how do you do that?

The value driven Global Education Manager

I partner with key business leaders to understand their challenges, priorities, strategy, and growth plans. My team and I then work with them to define success metrics and equip the workforce with the skills and knowledge needed to deliver on those goals.

Mark from IT

That sounds amazing!. Can your department create some eLearning or videos on how to use Teams, we get a few tickets a month from people struggling.

The value driven Global Education Manager

Soz Mark, I'm not an order taker.
Let's first explore whether training is really the solution.

Mark from IT

Sounds good! It is urgent though, so we should move quick.

The value driven Global Education Manager has left the chat.




On LinkedIn Jobs this week...

🔍 Learning & Development Partner 

Define **success metrics** and evaluate the **impact** of leadership programmes to **demonstrate value** and inform iteration.

🔍 Retail Training Manager 

Collect feedback, **evaluate the effectiveness of learning programmes**, and provide insightful reports to drive continuous improvement.

🔍 Director of Training 

Evaluate and **demonstrate** the **impact** of learning on **business outcomes**.

🔍 Global Head of L&OD 

Implement metrics to **assess and enhance the impact** of L&OD initiatives, **ensuring they deliver commercial value**.

Idea Library

Using your workbooks



You have **5 minutes**

What business value can we demonstrate?

Brainstorm in pairs or small groups.

Am I /we doing that now?

Review your ideas and reflect.

Do we do this now? Yes No

Do we do this now? Yes No



IDEA
LIBRARY

What business value can we demonstrate?

Do we do this now? Yes No

Do we do this now? Yes No

The L&D Value Spectrum



ACTIVITY

Open rates
Attendance
Happy Sheets
Quiz results
Completion



EFFICIENCY

Saving in:
Time
Money
Resources



ENGAGEMENT

Usage
Satisfaction
Contribution
Collaboration
Ratings



USEFULNESS

Net Promoter
Scores
Intention to
change
Relevance
Application



PERFORMANCE

Speed to
adoption
Business KPIs
Critical tasks
Teams



TALENT

Skill
Capability
Retention
Future Ready
Skills



CULTURE

Innovation
Leadership
Inclusivity
Morale
Agility

LEARNING VALUE

BUSINESS VALUE





Revenue Rockets: Learning Value



95% of learners rated the course as **highly engaging** and **relevant** to their role.



82% reported a **measurable increase** in product **knowledge** after training.



88% felt **more capable** of cross-selling and upselling opportunities.



95% said the learning experience **exceeded** their **expectations**.



100% of **managers** confirmed **noticeable improvements** in team capability and **requested** the training model be **repeated**.

Revenue Rockets: Business Value

29% 29% **sales conversion** rate, up from 19% post-training.

11% 11% **rise in average deal size**, generating more revenue per client.

17% 17% **boost** over annual **revenue targets**, supported by training contribution.

19% 19% **reduction in time-to-close**, enabling reps to manage more opportunities.

26% 26% **increase** in effective **pipeline management behaviours**.



What's your story?

Using the impact story framework



You have **10 minutes**

Start with the "Why"

Anchor the story in a business risk or priority

Make it about people, not just programmes

Show how it affected real teams, behaviours, or moments.

Balance hard and soft evidence

Pair measurable impact with human insight.

End with the "So What"

Make the value for the business explicit.

Leave a door open

Hint at what's next to invite interest or further backing.

Example: "We aimed to lower the risk of phishing-related breaches after a recent incident almost cost the business £250k in downtime and recovery."

What did your L&D initiative enable, prevent, or protect?

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Example: "One of our finance team members clicked on a spoof supplier email that made it to the payment stage before it was caught. The team made it clear awareness alone wasn't enough."

Whose experience or moment can you use to humanise the story?

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From initiative to impact: **Crafting your story**

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From low proficiency to high priority: **the analytics shift**

16%

of L&D teams see themselves as **advanced** in "measuring impact and value add to performance & productivity"

84%

of L&D functions are either **not measuring** their **impact** through analytics or are only just beginning to explore how

77%

expecting to **'use more'** analytics. Analytics and skills management are now the top solutions priorities for L&D teams.

Fosway Digital Learning Report 2024

Common challenges and knock-on impact

Measuring what matters

Hard to prove impact, weakening credibility and funding.

Settling for “easy” metrics

Leaders disengage; L&D looks admin-focused, not performance-driven.

Tick-box, order-taking, learning culture

L&D loses influence in strategy and decision-making.

Disconnected tech stack and data silos

Can't link learning to performance or ROI.

Poor storytelling and visibility

Impact goes unseen and undervalued.

Limited time, skills, or resources

Decisions made on assumptions, not evidence.



**“When we are no longer able to
change a situation, we are
challenged to change ourselves.”**

Man's Search for Meaning
Viktor Frankl

What are the root causes behind L&D's struggle to demonstrate business value?

1. No time to upskill strategically

2. Outdated "always done it this way"

3. Too reactive, not strategic

4. Short-term focus in L&D

5. Low influence & assertiveness skills

6. Lack of awareness/mindset

7. Weak data, commercial and financial acumen

8. Afraid to challenge the status quo

9. Weak L&D leadership

10. Lack of business curiosity

Challenge to Action

Using your workbooks



You have **10 minutes**

List up to 5 key challenges

Why?

Solution

Action

What's stopping you from demonstrating business value?

What's causing each challenge?

What could be the potential solution?

Define one realistic, actionable next step you can take immediately.



Challenge to Action

	 Challenge What's stopping you from demonstrating business value?	 Why? What's causing this challenge?	 Solution What could you overcome?
1			
2			
3			
4			
5			



**Alice: “Would you tell me, please,
which way I ought to go from here?”**

**Cat: “That depends a good deal on
where you want to get to.”**

Alice’s Adventures in Wonderland
Lewis Carroll

The future of jobs

39%

of today's skills will be transformed or outdated by 2030.

63%

of employers say skill gaps are their #1 barrier to business transformation.

85%

of employers plan to prioritise upskilling.

World Economic Forum 'Future of Jobs 2025 Report'

Core skills in 2025

- 1 Analytical skills
- 2 Resilience, flexibility and agility
- 3 Leadership and social influence
- 4 Creative thinking
- 5 Motivation and self-awareness
- 6 Technological literacy
- 7 Empathy and active listening
- 8 Curiosity and lifelong learning
- 9 Talent management
- 10 Service orientation and customer service

Fastest-growing skills by 2030

- 1 AI and big data
- 2 Network and cybersecurity
- 3 Technological literacy
- 4 Creative thinking
- 5 Resilience, flexibility and agility
- 6 Curiosity and lifelong learning
- 7 Leadership and social influence
- 8 Talent management
- 9 Analytical thinking
- 10 Environmental stewardship



Skills

- Cognitive skills
- Self-efficacy
- Working with others
- Management skills
- Technology skills
- Engagement skills
- Ethics

Start Small. **Act Bold.** Create Change



MEASURE WHAT MATTERS

Build credibility through clarity and data.

Question the need. “What business problem are we solving?”

Add one business metric. Replace vanity metrics with impact measures.

Document your data kit – know what data you have, need, and who owns it.

Build your impact story. Be ready to tell it with evidence and confidence.



PARTNER FOR IMPACT

Work with the business, not just for it.

Engage business partners. Share goals, challenges, and ask for their data.

Create visibility. Make L&D’s value seen and understood.

Celebrate small wins loudly. Share progress and amplify what’s working.

Showcase your value. Start a wall of real learning impact.



EVOLVE WITH PURPOSE

Shift from programs to ecosystems, and from training to transformation.

Redefine your strategy. Focus on what truly drives value.

Redesign one key program. Make it a measurable learning journey.

Raise awareness. Lead conversations about the future of jobs and skills.

Invest in yourself. Dedicate four hours a month to upskilling.



Frodo: "I can't do this, Gandalf."

Gandalf: "I know. And that is why you must. The small hands of those who believe they can't often change the course of ~~the world~~ L&D."

The Lord of the Rings
John Ronald Reuel Tolkien