

— ONE-PAGE MEASUREMENT

Program *Evaluation* & Impact

How I prove a program worked, a four-level evaluation model that moves from learner reaction all the way to business results, so learning is accountable to outcomes, not activity.

4-Level EVALUATION MODEL	Outcome DRIVEN	Board READY REPORTING
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A. The Four Levels of Impact

1	Reaction Did learners find it relevant and engaging? Captured via post-session feedback.	4.6/5 AVG. SATISFACTION
2	Learning Did capability actually grow? Measured by pre/post assessment and competency lift.	+38% KNOWLEDGE GAIN
3	Behavior Are new skills applied on the job? Tracked via manager observation and 360 follow-up.	81% APPLYING ON JOB
4	Results Did it move the business? Tied to retention, promotion, and engagement outcomes.	2x PROMOTION READINESS

B. From Measurement to Story

1. Define success up front. Agree the level-4 business metric before the program launches.
2. Instrument every level. Build measurement into the design, not bolted on after.
3. Connect the chain. Show how reaction led to learning, behavior, and results.
4. Report for the board. Translate findings into the outcomes leadership cares about.

24%

INTERNAL PROMOTION RATE

Programs evaluated this way let L&D defend investment and connect learning to the metrics that matter most to the business.