



# 10 Impediments to Measuring the Business Impact of Training (and Some Ways to Overcome Them)

## IMPEDIMENTS

1. Business impact has not been defined (or is narrowly defined).
2. Metrics are not available at the group or individual level (so are difficult to interpret in terms of training).
3. So many factors can influence the metrics that it is unclear what [portion of] impact can be attributed to training.
4. Performance or business metrics are not owned by your organization and you don't have access to them.
5. Metrics don't reflect the mission/objectives training has been asked to address.
6. Other parts of your own organization won't share their data/metrics/information.
7. The publication of business impact data will put some group of people at risk.
8. You are discouraged because the gap between what you think should be done and what can be done is enormous.
9. No baseline impact data exists.
10. The evaluation effort is bigger (time, money, effort) than the event(s) being evaluated.

## RULES OF THUMB

Evaluation needs to be part of a process that begins with analysis. If the analysis did not include consideration of business impact, it is highly unlikely that you will be able to demonstrate business impact.

Expect a difference between organizational metrics and metrics you can use to judge performance improvement.

Not all business units have or use objective operational measures for their own decision-making.

Adjusting organizational metrics to accommodate performance can be time-consuming and costly.

Remember that training is not solely responsible for performance any more than quality groups are solely responsible for quality.

Using business impact data positions you as a business partner. Make sure you understand what information is available and how it applies to your efforts before entering into the business partnership and vocalizing what you can do for the business.

Different types of information are credible to different people. Understand what your decision-makers want/need and design your evaluation strategy accordingly.

Don't do business impact studies only because you think you should.

Always be sensitive to the fact that good information reveals something new and that new information can put people in uncomfortable positions. (You may want to run a pilot).

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