

The *Business Outcome* Toolkit

A practical guide to connecting learning programs to the outcomes that matter most.

From Learning Activity to *Business Outcomes*

Start With the Business

What priority, problem, or opportunity does this initiative or program support?

Define What Must Change

What must people **do** differently?

Align the Learning Response

What will enable that behavior change? Consider knowledge, skills, motivation, communication, accountability, and process.

Measure the Impact

What leading and business indicators will tell us it worked?

The Shift We're Making

From courses delivered to problems solved

From participation to behavior change

From learning metrics to business measures

From reporting activity to recommending action

The Core Problem

It can be hard to connect learning to behavior.

It requires cross-functional data.

Behavior change is not owned by L&D alone.

Completion isn't the outcome. Most learning teams can explain what they delivered. Far fewer can demonstrate what changed because of it.

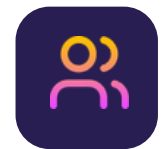
97% of organizations track completion rates

8% of organizations say they are very effective at measuring the business impact of learning

Choose the *Business* *Outcomes* That Matter

Start with the result the business needs—not the learning activity you plan to deliver. Choose one primary outcome your program is intended to influence, then identify the measures that will provide credible evidence of progress.

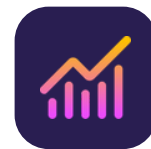
Choose one primary outcome. You can track supporting measures, but your impact story needs a clear destination.



Workforce Performance

Improve productivity and operational performance.

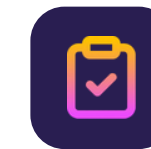
- Accelerate time to productivity
- Increase proficiency and readiness
- Improve quality and consistency
- Increase adoption of tools or processes
- Reduce errors, rework, or cycle time
- Strengthen employee engagement or retention



Profitability

Grow revenue or reduce the cost of doing business.

- Increase sales or conversion
- Improve customer retention and expansion
- Grow partner-sourced revenue
- Increase customer or product adoption
- Reduce support or operating costs
- Generate revenue through paid learning



Compliance & Risk Reduction

Reduce risk and strengthen organizational readiness.

- Reduce safety incidents or lost-time days
- Improve compliance and policy adherence
- Reduce audit findings
- Lower claims, fines, or penalties
- Reduce operational disruption
- Maintain required certifications

Impact Mapping Framework

Define the business outcome	Identify the behavior change	Map the learning experience	Define leading indicators	Measure the right things
What business impact are you trying to solve? Tip: Choose a metric the business already cares about.	What do people need to do differently? Tip: Make it specific and observable (not understand, but apply)	What will enable that behavior change? Tip: A single training event is rarely enough to change behavior.	What will tell you you're on the right track? Tip: These only matter if they connect to outcomes.	How will you know that it worked? Tip: If you can't measure it, don't build it.
Business Goal	Current Behavior	Learning Solution	Completion/Participation Target	Metrics to Track
Target Metric & Baseline	Desired Behavior by When	When It Happens	Engagement Signals	Data Source(s)
Desired Change (e.g., +15%, -20%)	Who needs to change	Reinforcement Strategy	Early Behavior Signals	Measurement Cadence
Timeframe	When/Where Does This Behavior Show Up	Manager Involvement	Check-in Timeframe	Owner

Build Your *Executive Impact Story*

1 Lead with the Business Priority

What problem, goal, or opportunity prompted the program?

We created [program] to support [business priority] by addressing [problem or opportunity].

Why does this matter? Why does it matter now?

2 Explain What Must Change

What should people be able to do differently?

The program equips [audience] to [capability or behavior], enabling [desired business outcome].

Focus on performance, not participation. Make the connection to the outcome explicit.

3 Show the Evidence

How will you know whether the program is working?

We are tracking [leading indicator] and [business measure]. Since [baseline or date], we have seen [result or change].

Include a baseline when possible. Separate early indicators from business results.

4 Recommend What Happens Next

What decision should the evidence inform?

Based on what we are seeing, we recommend [continue, adjust, expand, or stop] so we can [expected next outcome].

Name the action. Connect it to the business priority. Identify what you will measure next.

Capability Erosion

Your Impact Map identifies the business outcome you need to influence and the capabilities people need today. But those requirements don't stand still.

As markets, technology, and roles change, new capability gaps emerge across your workforce, partners, and customers. Capability erodes faster than traditional learning can respond.

When learning responds too slowly, those gaps become lost productivity, missed revenue, and increased risk.

Leading organizations do something different:

They continuously build, activate, and evolve capability—before gaps affect the business.

Trusted by leading organizations:



The Litmos Difference

Put Your Impact Map Into Continuous Action

Litmos helps organizations move from one-time learning programs to continuous Learning Acceleration—building the right capabilities, activating them in the flow of work, and evolving them as business needs change.

Close capability gaps before they affect results

- Accelerate workforce readiness and productivity
- Equip partners to contribute sooner
- Help customers realize value faster

Operationalize learning as a business capability

- Embed learning into workflows and processes
- Deliver relevant learning at the moment of need
- Connect readiness and learning evidence to business priorities

Scale impact across your ecosystem

- Support workforce, revenue, compliance, and customer outcomes
- Extend learning across employee, partner, and customer lifecycles
- Adapt as business needs and capability requirements change

Learning Acceleration in Action

65%

faster than traditional approaches reduction in time-to productivity

192K

reduction in onboarding costs

50%

increase in product adoption

\$200M+

in revenue through accelerated customer learning

99%

compliance and company-wide risk reduction

Ready to Put Your Impact Map Into Action?

Bring us your Impact Map.

We'll help you explore how Litmos can build, activate, and evolve the capabilities required to achieve your desired outcome.



www.litmos.com

Accelerate Workforce *Productivity*

Get your workforce productive in days, not months.

- **Activate rapidly** — Get live in days with fast implementation
- **Measure readiness** — Track capability and skill alignment
- **Embed in workflows** — Learning at the moment of need

Accelerate Partner & Customer *Revenue*

Enable partners to drive revenue faster. Help customers succeed and expand

- **Enable velocity** — Equip partners and customers when they need it
- **Measure learning effectiveness** so you can connect to the outcomes that matter
- **Scale effortlessly** — Support multiple audiences without operational overhead

Accelerate Compliance & *Risk Reduction*

Operationalize compliance as a continuous function, not a checkbox exercise.

- **Maintain readiness** — Continuous capability management for compliance
- **Audit-ready visibility** — Centralized data and automated reporting
- **Stay current** — Prevent capability gaps before they become violations