

The Gillis & Bailey High Impact Evaluation™ model

Connect the dots between learning, performance, and business impact

Change the agenda from ‘evaluation of impact’ to ‘evaluation for impact’

High Impact Evaluation™ (HIE) gives organizations a new learning evaluation model and toolset to help maximize performance and the business impact of their learning investments.

This new approach addresses global concerns about ‘scrap learning’, highlighted most recently by CEB (Corporate Executive Board): “For the average organization,” warns CEB, “nearly half of its substantial learning investment will go to waste, generating no improvement to leadership capability or business results.”

The outcome of a rigorous, five-year, field-level research effort sponsored by the Canadian federal government, High Impact Evaluation makes it easy for organizations to measure, monitor and enhance learning impact.

A departure from traditional rear-view evaluation approaches, the High Impact model is predictive. It comes with innovative tools to ensure learning programs are aligned to the business in the first place. The model’s built-in diagnostic and quality assurance tools for the first time make it possible to flag, analyze, and fix potential problems, even at the earliest stages of program development.

All organizations struggle with training evaluation. High Impact Evaluation simplifies evaluation, even for novices. It is a ‘shrink-wrapped’ solution that blends clear guidance with ready-to-use templates and tools that simplify, standardize, and streamline enterprise evaluation.

“CFLI recently trained my entire team on their High Impact Evaluation model. Lights went on for everyone as they now had a straightforward methodology to connect the dots between learning efforts, organizational outcomes, and business impact.”

Patricia Haldi, Senior Director, Digital Learning, MIT (Massachusetts Institute of Technology) August 2017

HIE is ‘business friendly.’ Evolved over the course of two-dozen rigorous ROI (return on investment) analyses, the model has been designed to ensure training is aligned and locked to the desired goals of the organization. As a result, HIE communicates in the language of business and its ‘results-at-a-glance’ dashboards help training professionals and senior leadership ensure training investment supports priority goals, delivers impact and value for money.

High Impact Evaluation model, created by Dr. Lynette Gillis and Allan Bailey of the Centre for Learning Impact (CFLI), was developed in a research partnership with the Government of Canada and the Institute for Performance and Learning (I4PL)—Canada’s leading professional training association.

The High Impact Evaluation Toolset

- **The Learning Value Chain™:** a new evaluation framework to guide and simplify the measurement and monitoring of training
- **Impact Mapping:** a critical, consensus-based activity to help all stakeholders ensure training is aligned with performance and desired organizational outcomes
- **The Gillis QA Tool:** a proprietary tool to help organizations continuously monitor and enhance the quality and effectiveness of learning initiatives
- **Capability and Job Performance Instruments:** new end-of-course and transfer tools to simplify measurement of learning effectiveness and 'forecast' potential impact on job performance and organizational results
- **Diagnostic Aids:** Tools that complement the end-of-course and transfer tools to help identify and address design risks and potential trouble spots
- **Impact Profiles: Capability and Job Performance Indexes:** results-at-a-glance dashboards to quickly and clearly communicate big-picture results to senior management

Adoption

The Gillis & Bailey approach has been incorporated by a range of leading private- and public-sector organizations including Scotiabank, MIT (Massachusetts Institute of Technology), the Central Bank of Brazil, Capital One, the Canada Revenue Agency, Sysco Foods, Health Canada, and London Life.

The HIE's evaluation framework was adopted by Harvard Business. It was selected as 'most practical in the field' after extensive due diligence research of leading evaluation models.

Scotiabank, a global Fortune 500 company, after an 18-month "proof of concept" research of existing evaluation models, selected High Impact Evaluation as the bank's enterprise-wide evaluation strategy. Now the bank's "gold standard", HIE continuously monitors more than 500 training programs delivered to its 88,000 employees across the globe.

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