Proving the value of L&D: From insights to impact

A practical guide, self assessment and workbook



omniplex learning

If we can’t articulate our value clearly, we can’t expect others to see it.



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If you’ve opened this workbook, chances are you already know that L&D needs to change.

Maybe you’re frustrated that the work your team does isn’t getting the recognition it deserves. Maybe you’re being asked to do more with less, and you’re not sure how to make the case for what you need. Or maybe you just have a nagging feeling that there’s a bigger contribution L&D could be making, and you’re not quite sure how to get there.

This workbook is for you.

It’s not a theoretical framework or a step-by-step methodology. It’s a practical thinking tool, designed to help you reflect honestly on where you are, get clear on where you want to be, and take some meaningful steps in the right direction.

I’ve spent years working in and around L&D, as an in-house practitioner building teams and strategies from the ground up, and now working with organisations across different industries to help them demonstrate the real value of learning. And the one thing I keep coming back to, time and time again, is this:

L&D teams are doing brilliant work. But too often, that work goes unseen.

Not because it isn’t valuable, but because we haven’t always had the tools, the confidence, or the language to make it visible.

That’s what I want to help you change.

Whether you’re a team of one or leading a large function, whether you’re just starting to think about impact measurement or you’re already on that journey, there’s something in here for you. Work through it in order, dip into the sections most relevant to you right now, or use it as a reference you come back to over time. There’s no wrong way to use it.

What I do ask is that you’re honest with yourself. The self-assessment and reflection prompts in here only work if you engage with them genuinely, not as you’d like things to be, but as they actually are right now. That’s where the real value lies.

I genuinely believe we are at a turning point for this profession. The more of us who commit to demonstrating our value, owning our impact, and showing up as strategic partners within the business, the stronger L&D becomes. We’re in this together. Let’s make it count.

Let’s get started

The case for change

Why proving value is no longer optional

Something has shifted in L&D.

It isn't new, exactly. The conversation about demonstrating value has been rumbling for years. But the pressure feels different now. More urgent. More visible. And harder to ignore.

Budgets are being scrutinised. Leaders are asking harder questions. And L&D teams across every sector are being asked to show not just what they delivered, but what difference it actually made.

This isn't a threat. It's an opportunity. But only if we're ready to meet it.

The numbers tell a clear story

According to the Fosway Digital Learning Realities Report, only 16% of L&D teams consider themselves advanced in measuring impact. That means 84% are still early in the journey, either not measuring at all, or not doing it in a way that clearly connects to business outcomes.

At the same time, the LinkedIn Workplace Learning Report shows that analytics and impact measurement are now among the top priorities for the profession. And the Training Journal Influence Report points to leaders increasingly expecting clear evidence of business value before committing budget and resource.

> We know what good looks like. The appetite is there. But most teams aren't there yet.

The language we use matters more than we think

One of the simplest places to start is with how we talk about what we do.

Consider the difference between these two statements:

"I run our onboarding programmes."

"I accelerate how quickly new hires get up to speed, so they start contributing to the business sooner."

Same job. Completely different impression.

Or this one:

"I create compliance training."

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

The work hasn't changed. But the framing has. And framing shapes perception. If we can't articulate our value clearly and confidently, in the language the business understands, we can't expect others to see it either.

This isn't about spin. It's about translation. Taking the real, meaningful work we do and expressing it in terms that resonate with the people who need to hear it most.

Understanding value

What it really means to make a difference

Ask ten L&D professionals what value looks like, and you'll get ten different answers. Completions. Engagement scores. Happy sheets. Hours of learning delivered.

These things aren't wrong. But they're not the whole picture either.

There's an important distinction that I think about a lot in my work, and it's one that changes everything once you start to see it.

Learning value vs business value

Learning value is what most L&D teams measure by default. It's the data that's easiest to collect. Who completed the course, how they rated it, whether they passed the assessment. It tells us something. It tells us people showed up, and that they didn't hate it.

But it doesn't tell us whether anything changed. It doesn't tell us whether the business is in a better position because of what we did. And it certainly doesn't answer the question that every senior leader is silently asking:

So what?

Business value is different. It starts not with the learning, but with the organisation.

What problem are we trying to solve? What does success look like in terms the business already cares about? What would be different if we got this right?

When L&D starts asking those questions and measuring the answers, something shifts. The work becomes more focused. The conversations with stakeholders change. And the results become harder to ignore.

The L&D value spectrum

Laura Overton's L&D Value Spectrum is a useful framework when thinking about this shift. It maps L&D's focus across a spectrum, from activity and efficiency at one end, through engagement and usefulness, all the way to performance, talent and culture at the other.

Most L&D teams sit towards the left of that spectrum. The goal isn't to abandon what's there. It's to move progressively to the right, aligning more and more closely with what the business is actually trying to achieve.

The teams that make that shift are the ones that earn credibility, grow their influence, and build the kind of relationships that mean they're brought into conversations early, **not** after the decision has already been made.

LEARNING VALUE

ACTIVITY
- Open rates
- Attendance
- Happy Sheets
- Quiz Results
- Completion

EFFICIENCY

Saving in:
- Time
- Money
- Resources

ENGAGEMENT
- Usage
- Satisfaction
- Contribution
- Ratings

USEFULNESS
- Net Promoter Scores
- Intention to change
- Relevance
- Application

BUSINESS VALUE

PERFORMANCE
- Speed to adoption
- Business KPIs
- Critical tasks
- Teams

TALENT
- Skill
- Capability
- Retention
- Future ready skills

CULTURE
- Innovation
- Leadership
- Inclusivity
- Morale
- Agility

Source: Laura Overton's L&D Value Spectrum

What business value actually looks like

One of the most important things I've learned working across different organisations is that business value looks different depending on context. And that's not a complication, it's a feature.

For a **food and beverage** manufacturer I worked with, their hero product made up 64% of company revenue, and sales were declining. Through thorough business analysis, it became clear that the product itself wasn't the problem, and neither was the market. The issue sat with a new wave of salespeople going to retailers to sell the product, who didn't yet have the conversation skills, confidence or product knowledge to do it effectively. L&D focused on enabling better sales conversations and positioning.

> Success was measured in business language: conversion rates, average deal size, and revenue contribution against annual targets. Not completions. Not satisfaction scores. Business numbers that the boardroom actually cared about.

For a **UK police service**, the urgent problem was domestic abuse cases being underreported and missed. Officers didn't always have the confidence or skills to probe further when something didn't feel right. L&D focused on building exactly that capability. Success was measured in the number of cases identified and reported, improvements in early identification, and a reduction in case handling errors.

A community development charity I worked with was seeing a decline in volunteer recruitment and retention. Through conversations with the business, it became clear the issue wasn't a lack of interest from potential volunteers. The recruiters responsible for bringing people on board weren't having the right conversations. They were informative, but not engaging enough to convert interest into commitment. L&D focused on equipping recruiters with the skills to have more meaningful, human conversations. Success was measured in volunteer sign-up numbers, call quality scoring, conversion rates from initial interest to commitment, and overall engagement quality throughout the recruitment process.

Three completely different organisations.

Three completely different definitions of success.

But the same underlying approach: start with the business problem, align L&D's focus to it, and **measure what actually matters.**

Start with the business problem. Not the learning solution.

A few things worth noting

These kinds of metrics rarely land in your inbox automatically. They live in other parts of the business - in sales dashboards, operational reports, HR systems, finance data. Getting access to them **requires relationships.**

It requires having conversations with the right people early, before the work starts, not after it's finished. This is one of the most important reasons to partner with stakeholders from the outset, not just to get sign-off, but to get the data that will tell the real story.

It's also worth being honest about timelines. Business value metrics take time. You won't see meaningful movement in conversion rates or volunteer numbers after a two-week programme. The story unfolds over months, sometimes longer. Track the metrics regularly, watch for movement, and keep telling the story as it develops. A result that arrives six months later is still your result.

> And here's something I want to be clear about: I have never worked with an organisation that could prove L&D alone drove a business outcome. Not one. And that's completely fine, because the business isn't expecting that either.

Achieving meaningful business results almost always requires multiple departments working together. Sales, marketing, operations, HR, L&D etc. Each one playing a part. The mistake we often make in L&D is talking about the business as if we're separate from it, observing from the outside, working in our own lane. But we're not separate. We're part of it. We're one part of the cog that keeps things turning.

When results go up, L&D doesn't need to claim sole credit. It just needs to be clearly part of the story. And that starts with being in the room, understanding the goals, and measuring what matters alongside everyone else who's working towards them.

We're not separate from the business. We're part of it.



The barriers

Why the gap still exists

If demonstrating value is so important, and the frameworks exist, and the research is clear, why aren't more L&D teams doing it?

It's a question I ask myself a lot. And in my experience, the answer sits across four interconnected areas. Not one of them alone explains the gap. But together, they paint a pretty clear picture.

A profession finding its voice

These patterns exist because of the environments many of us have worked in, the legacy mindsets we've inherited, the expectations placed on us, and some genuine gaps in the skills and exposure our profession has historically provided.

Understanding why the gap exists is the first step to closing it. And the good news is that the shift is already well underway. More L&D teams than ever are having these conversations, asking harder questions, and doing the work of moving from activity to impact.

1

The legacy of L&D

For a long time, the dominant expectation of L&D was simple: build courses, deliver training, move on to the next request. Speed and output were valued.

Measurement was an afterthought. And in many organisations, the unspoken message was that learning metrics didn't really matter as long as the content got built and the completion rates looked reasonable.

That mindset shaped a generation of L&D practice. It influenced how teams were structured, what skills were prioritised, how success was defined, and crucially, what behaviours got rewarded. If nobody ever asked you to prove impact, you stopped expecting to.

But that era is shifting, and content is consumed in **very** different ways now. L&D as a profession is maturing. Teams are stepping up, asking harder questions, and becoming more exposed to what strategic impact actually looks like. The conversations happening across our profession, in communities, on LinkedIn, at industry events, and in resources like this one, are part of that evolution. And it's genuinely exciting to be part of it.

2

How we've been working

Many L&D teams have grown up in environments where the expectation is to respond quickly, deliver consistently, and keep the requests moving. The inbox fills up. Stakeholders want things turned around fast. And there's a real pressure to be seen as helpful, responsive, and easy to work with.

In that environment, pausing to ask "what problem are we actually solving?" can feel like resistance. Saying no to a request, or slowing things down to define success metrics upfront, can feel risky. So we deliver. We move on. And the cycle continues.

Over time, **this creates a culture of activity over impact.** Not because people don't know better, but because the system rewards speed and output rather than outcomes.

3

How L&D is positioned

In many organisations, L&D is still seen primarily as a support function. We're brought in after decisions have been made, handed a brief, and asked to build something. By the time we're involved, the opportunity to shape the outcome has often already passed.

When you're positioned downstream, it's very hard to measure upstream impact. And when you're not part of the strategic conversation, it's difficult to build the relationships and access the data needed to demonstrate value in a meaningful way.

This isn't anyone's fault. It's a reflection of how L&D has historically been set up in many organisations. But it is something we have the power to change, gradually and intentionally.

4

How we show up

This is perhaps the most personal barrier, and the one I find most interesting to talk about.

Commercial acumen, stakeholder management, influencing skills, and data literacy aren't always part of how L&D professionals are trained or developed. We're often brilliant at designing learning, but less exposed to the business skills that help us operate strategically within an organisation.

And that's not a personal failing. It's a structural one. Our profession hasn't always invested in developing L&D the way L&D invests in developing everyone else. The skills needed to demonstrate value confidently, challenging a brief, walking into a room with a senior leader and talking about business outcomes, asking the right questions before jumping to a solution, these take practice and exposure that many of us simply haven't had.

I've been on this journey myself, and I'm still on it. Advancing my commercial thinking, sharpening my influencing skills, and getting more comfortable in conversations that would once have felt out of my comfort zone. It doesn't happen overnight. But every step forward makes a difference, and the fact that you're reading this tells me you're already moving in the right direction.

Self-assessment

An honest look at where you are today

Before we look at where you want to go, it's worth taking stock of where you feel you are right now.

The questions in this section are designed to help you reflect honestly on your current practice. There are no right or wrong answers, and nobody else needs to see this. The value is in the honesty you bring to it.

For each statement, rate yourself on a scale of 1 to 4:

1 — Not yet
This isn't something I currently do or have in place

2 — Early stages
I'm beginning to explore this but it's not consistent

3 — Developing
I do this sometimes but there's room to grow

4 — Confident
This is an established part of how I work

PART 1
How you talk about L&D

I can clearly articulate the value L&D brings in business language, not just learning language.

1 2 3 4

When asked what I do, I describe the impact I have rather than the tasks I perform.

1 2 3 4

I feel confident talking about L&D's contribution in conversations with senior leaders.

1 2 3 4

I actively look for opportunities to raise the visibility of L&D's work across the organisation.

1 2 3 4

Score: /16

PART 2
How you plan and design

Before starting a new project or programme, I identify the business problem it is solving.

1 2 3 4

I define what success looks like in business terms before I start designing anything.

1 2 3 4

I question requests that don't have a clear business rationale rather than just delivering them.

1 2 3 4

Before building anything new, I ask whether a resource already exists, internally or externally, that could do the job just as well.

1 2 3 4

Score: /16

PART 3
How you measure

I know what data I currently have access to and what data I still need.

1 2 3 4

I measure the impact of my work beyond completion rates and satisfaction scores.

1 2 3 4

I track business metrics over time and connect them to L&D activity where relevant.

1 2 3 4

I can tell a clear business impact story about at least one piece of work I have done recently.

1 2 3 4

Score: /16

PART 4

How you partner

I have regular conversations with business partners or leaders about their goals and challenges, not just their training needs.

1 2 3 4

I am involved in strategic conversations early enough to shape outcomes, not just deliver against a brief.

1 2 3 4

I have access to business data beyond L&D metrics when I need it.

1 2 3 4

I actively build relationships across the business rather than waiting to be approached.

1 2 3 4

Score: /16

PART 5

How you show up

I feel confident challenging requests or pushing back when I think there is a better approach.

1 2 3 4

I see myself as a strategic partner to the business, not just a service provider.

1 2 3 4

I lead with curiosity in stakeholder conversations, asking questions before jumping to solutions.

1 2 3 4

I invest time in developing my own commercial and strategy skills, not just my L&D expertise.

1 2 3 4

Score: /16

What your scores are telling you

Add up your scores for each part and note where you scored lowest. These are your biggest opportunities, and the areas worth focusing on first.

Rather than trying to improve everything at once, pick one or two areas and go deep. Small, consistent progress in the right places will make more of a difference than trying to overhaul everything overnight.

Use the action planning section later in this workbook to capture what you want to do differently and where you want to focus your energy first.

Looking at your scores overall, what stands out most to you?

Where do you feel most confident right now?

Where is the biggest gap between where you are and where you want to be?

What is one thing you could do differently this week?

Lead with curiosity

Of all the shifts L&D can make, this one might be the most immediately powerful.

Not a new framework. Not a piece of tech. Not a measurement tool. Just a genuine commitment to getting curious about the business before reaching for a solution. It sounds simple. But in practice, **it requires unlearning some deeply ingrained habits.** The habit of jumping straight to solutions. The habit of taking a brief at face value. The habit of assuming we already know what's needed before we've asked the right questions.

Curiosity is a skill that can be strengthened and applied to enhance problem-solving. And like any skill, it gets better with practice.

Why curiosity changes everything

When you lead with curiosity, **the conversation changes**. Instead of talking about courses and content, you start talking about goals and challenges. Instead of asking what someone needs built, you ask what they are trying to achieve. Instead of positioning L&D as a production function, you position it as a thinking partner. That shift in positioning matters enormously. It changes how stakeholders see you, how early they bring you into conversations, and how much influence you have over the outcomes.

It also leads to better work. When you understand the real problem before you start designing, you build things that actually make a difference. You stop creating content for the sake of it and start creating solutions that are genuinely connected to what the business needs.

And critically, it makes measurement much easier. When you define success at the beginning of a conversation rather than the end of a project, you know exactly what to track. The metrics follow naturally from the goals you uncovered together.

Staying agile as priorities shift

Business priorities change, and right now they are changing faster than ever. Geopolitical shifts, the rapid rise of AI, economic uncertainty, evolving regulation, changing workforce demographics and more. The landscape organisations are operating in is more volatile and unpredictable than at any point in recent memory.

What matters most in January might look very different by June. A new leader joins with a different agenda. A market shifts overnight. A competitor moves faster than expected. An AI tool changes how an entire team works. A regulation lands that nobody saw coming.

L&D has to be able to move with that. The teams that demonstrate the most value are not necessarily the ones with the most polished strategy document. They are the ones that stay close to the business, keep the conversation going, and are willing to pivot when the situation calls for it.

And that requires a particular kind of discipline. Not abandoning plans at every turn, but staying curious beyond the initial conversation. Checking in regularly. Asking what has changed and what that means for your work. Treating stakeholder relationships as ongoing partnerships rather than transactional exchanges.

In a world that is changing this fast, agility is not a nice to have. For L&D, it is becoming one of the most important capabilities we can develop.

How to have better stakeholder conversations

The questions opposite are ones I come back to regularly in my own work. They are designed to help you move away from talking about learning and towards talking about the organisation and its goals.

Use them as a starting point, adapt them to your context, and don't try to get through all of them in one conversation. The goal is to **listen more than you talk**, and to leave with a clearer picture of what success looks like for the people you're working with.

From conversation to action

Once you've had these conversations, the real work begins. Capture what you heard. Identify the business goal, the specific problem, the definition of success, and the data you will need to track it. Then build from there.

This is what it looks like to work with the business rather than for it. To be part of the cog, not just a supplier to it.

And **something amazing starts to happen** when you show up this way consistently. You start to shift how the business understands what L&D is actually for. Because let's be honest, a lot of people still think we are there to run classroom sessions, build slides, or make things look pretty! And that perception doesn't change through a presentation or a strategy document. It changes through repeated experience of L&D showing up differently. Asking smarter questions. Connecting learning to outcomes. Being present in the right conversations.

> The more consistently you do this, the more naturally stakeholders begin to see you as a strategic partner. **You stop having to explain your value. It becomes self-evident.** And that is when the real influence begins.

Understanding the business context

- What are the biggest priorities for your team or organisation over the next 6-12 months?
- What does professional success look like for you personally this year?
- What is getting in the way of achieving that right now?
- If you could change one thing about how your team performs, what would it be?
- What does the business need people to do differently, better, or more consistently?

Understanding the problem

- When you say you need training on X, can you tell me more about what's happening that's making that feel necessary?
- What would good look like six months from now if we got this right?
- Have you tried to address this before? What happened?
- Who else in the business is affected by this challenge?
- What does it cost the business when this problem goes unsolved?

Understanding success and measurement

- How will you know if things have improved?
- What data do you already have access to that we could use to track progress?
- Who else would need to see evidence that this has made a difference?
- If L&D contributed to solving this, what would that look like in your reporting?

Building the relationship

- What do you wish L&D understood better about your part of the business?
- How can we be most useful to you right now?
- What would make you more likely to bring us in earlier on things like this?

Reflection space

Think about a stakeholder conversation you have coming up. What questions could you bring into it?

Is there a current project where you could go back to a stakeholder and have a deeper conversation about goals and success metrics?

What is one habit you want to build when it comes to how you open stakeholder conversations?



Stop asking what people need. Start asking what they are trying to achieve.

Turning insight into your own impact story

Reading about value and impact is one thing. Connecting it to your own work is where the real shift happens.

This section is designed to help you do exactly that. Three practical exercises to help you get clear on how you talk about what you do, capture a piece of work you're proud of, and understand the data landscape you're working with.

Take your time with these. There are no perfect answers. And if you find yourself stuck, that's useful information too. It shows you where the gaps are and where to focus your energy next.

Exercise 1

Reframe how you talk about what you do

We explored earlier how the language we use shapes how others perceive our value. This exercise is about finding your own impact statement, the version of "what do you do" that reflects not just your role, but the difference you make.

Start with how you would currently answer the question "what do you do?" Write it down as honestly as you can, in the words you'd actually use.

What do you currently say?

Now look at what you wrote. Is it describing your function or your impact? Is it written in learning language or business language? Would a CFO or CEO hearing it understand the value you bring?

Now try rewriting it. Think about the business problem your work helps to solve, the outcomes it contributes to, and the difference it makes to the people and organisation. It doesn't have to be perfect. It just has to be more honest about the value you actually create. Come back to this and refine it over time as your thinking develops.

What could you say instead?

Exercise 2

Build your impact story

Every L&D professional should have at least one piece of work they are genuinely proud of. Something that made a real difference, even if they can't fully prove it yet.

This exercise uses a simple framework to help you capture that story in a way that connects learning to business outcomes. Use it to document something you have already done, or to plan how you will measure something you are working on now.

The business context

What was happening in the organisation that made this work necessary? What problem existed, or what opportunity was there to seize?

The goal

What was the business trying to achieve? What did success look like in the language of the organisation, not the language of L&D?

What L&D did

What did you design, deliver, or facilitate? Keep this brief. The focus here is on the outcome, not the output.

The results

What changed? What data do you have, even if it is partial? What did you observe, even if you can't yet quantify it? What did stakeholders say?

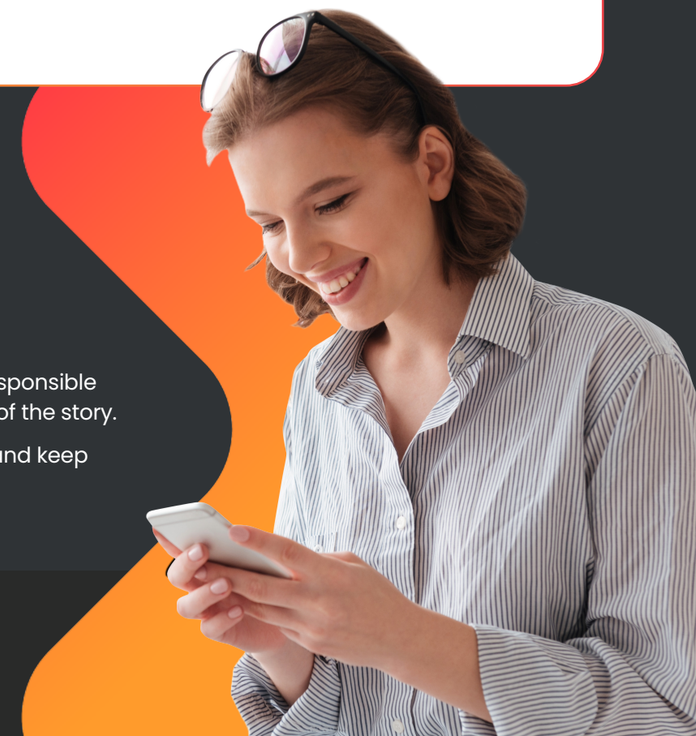
What you would measure next time?

If you were to run this again with measurement built in from the start, what would you track? What business data would you want access to? Who would you need to partner with to get it?

Remember...

You don't need to prove that L&D was solely responsible for the results. You just need to be clearly part of the story.

Capture what you can, tell it with confidence, and keep building the evidence over time.



Exercise 3

Your data audit

One of the most practical things you can do right now is get clear on the data landscape you are working with. What do you already have access to? What is missing? And who in the business owns the data you need? Use the prompts below to map it out.

What learning data do I currently collect?
Think about completion rates, assessment scores, satisfaction ratings, engagement data, and anything else you currently track.

What business data do I currently have access to?
Think about performance data, sales figures, operational metrics, HR data, customer satisfaction scores, and anything else that sits outside of L&D.

What data do I wish I had but don't currently access?
Be specific. What would help you tell a stronger impact story?

Who owns the data I need?
Which teams, systems, or individuals hold the data that would help you measure business value? Who do you need to build a relationship with to get access to it?

What is one step I can take to close the gap?
This doesn't have to be big. It could be a conversation, a request, or simply starting to track something you haven't tracked before.



Start small. Act bold. Create change.

Three things you can do to start demonstrating value from tomorrow.

Everything we've covered in this workbook points to the same conclusion. The shift from activity to impact, from delivery to performance, from support function to strategic partner, is not a single leap. It's a series of **small, deliberate steps taken consistently** over time.

> This final section is your action plan. It's built around the three pillars we've explored throughout: measure what matters, partner for impact, and evolve with purpose.

Under each one, you'll find practical actions to consider, and space to capture what you are going to do next. Don't try to do everything at once. Pick the actions that feel most relevant to where you are right now, and start there.



Pillar 1: Measure what matters

From activity to impact

The goal here is to shift your measurement focus from what L&D produces to what the business gains as a result.

Question the need

Before you build anything new, ask what business problem it is solving. If you can't answer that clearly, the brief isn't ready yet. Push for clarity before you start designing.

Add one meaningful metric

Look at something you are currently working on. What business outcome is it connected to? Add one metric that tracks that outcome, even if it feels imperfect.

Know your data

Complete the data audit in the previous section if you haven't already. Understanding what you have and what you need is the foundation of everything else.

Tell the story

Take one piece of work, past or present, and build an impact story around it using the framework you completed earlier. Practice telling it out loud. In business language. With confidence.

What will I do first?

Who do I need to involve?

What does success look like in 90 days?

Pillar 2: Partner for impact

From support function to strategic partner

The goal here is to shift from being brought in to deliver, to being part of the conversation that shapes what gets delivered and why.

Get closer

Identify one or two stakeholders you currently have a transactional relationship with. What would it take to deepen that? Start with a conversation that isn't about a training request. Ask about their goals, their challenges, their priorities.

Ask for their data

Once you have a relationship, ask for access to the business data that would help you measure impact. Most leaders will say yes if they understand why you need it and what you will do with it.

Create visibility

Think about how you currently communicate L&D's work and results. Are the right people seeing it? Look for opportunities to share what you are doing and the difference it is making. A team meeting, townhall, a conversation with a senior leader.

Celebrate small wins loudly

You don't have to wait for a big result to start telling the story. Share progress. Share early indicators. Share what you are learning. Building credibility is a long game, and it starts with consistent communication.

What will I do first?

Who do I need to involve?

What does success look like in 90 days?

Pillar 3: Evolve with purpose

From delivery to performance

The goal here is to shift your focus from producing learning content to building capability that drives performance. And to invest in your own growth as an L&D professional along the way.

Redefine your focus

Look at your current workload. How much of it is genuinely connected to a business priority? If you were to categorise everything you are working on right now, how much of it drives real value and how much of it is noise? What could you stop, signpost elsewhere, or simplify to free up time for the work that matters most?

Redesign one key programme

Pick one existing, strategically important programme or initiative and redesign it with business value in mind. Start by defining what success looks like in business terms. Build in measurement from the beginning. Make it behaviour-driven, not just knowledge-focused.

Raise awareness

Bring future skills and workforce trends into your business conversations. Share research. Start conversations about what is coming and how the organisation can prepare. Position L&D as the function that helps the business see around corners, not just respond to what is already happening.

Invest in yourself

Dedicate time every month to developing the skills that will make you more effective as a strategic partner. Commercial awareness. Influencing and stakeholder management. Data literacy. Confidence in senior conversations. These are the skills that will define L&D's future, and they are worth investing in deliberately.

What will I do first?

Who do I need to involve?

What does success look like in 90 days?

My one commitment

Of everything in this workbook, the most important thing is to do something. Not everything. Just something.

Use this space to capture the single most important commitment you are taking away. The one thing you are going to do differently as a result of what you have read and reflected on here.

My one commitment is

I will do this by

I will know it has made a difference when



Sources and further reading

Fosway Digital Learning Realities Report 2024/25
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Training Journal Influence Report 2026
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Laura Overton, L&D Value Spectrum
lauraoverton.com

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