



Actionable Annual Insights Report: 2023

Achieving Impact Certainty

Designing training programs that ensure behavior change



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An Argument for Impact Certainty

Why do we run the people development programs that we do?

I don't mean it to be a rhetorical question. Seriously. Why do we do it?

We invest countless hours into the design, the polish, the delivery and the collateral.

Hundreds of millions of dollars as an industry, every year, and for what?

What are we actually trying to accomplish?

What's the driving need that justifies this kind of investment?

Do you know?

For some organizations, the act of having a training program is the point. They want to show their people they care. They want people to feel supported and to gain a sense of progress and growth.

Others (a surprisingly high percentage, until recently) applied a circular logic: something akin to, "we want a leadership development program because we want better leaders." Well intentioned, certainly, if a bit vague. What does "better leader" look like for your organization?

≡ SHORTLY before the pandemic, one consultant we worked with was presented with that type of vague request. A prestigious organization in her community approached her to design and deliver a leadership program for 140 front line supervisors. The request was fairly vanilla; they wanted an "intro to management" leadership program for newly appointed supervisors. This consultant - we'll call her Evelyn - had 35+ years worth of content developed, all of which could have justifiably been applied to this type of request.

But, for whatever reason - maybe because she was on the verge of retirement and fed up with the "show up and deliver" approach - Evelyn decided to dig. She asked,

“Why do you want a leadership program? What changes are you hoping to make as a result of this investment?”

Initially stumped for a satisfying answer, the client eventually came back with an illuminating response: voluntary turnover in their organization was orders of magnitude higher than the industry norm. As a result, they estimated they were spending over **\$7 million** in hiring, training and lost productivity. They wanted a leadership program to stem the flow of outgoing talent. If they could develop better leaders - leaders who engaged, supported and challenged their direct reports - they could not only create a healthier workplace, they could save a substantial amount of money in the process.

Now Evelyn had something to work with. She and the client had a shared understanding that the purpose was not to “deliver a leadership program,” but to **shift certain, specific behaviors** in those leaders

so the organization could demonstrate a **measurable return on investment** in the form of reduced employee turnover.

Evelyn designed her program to focus on those desired changes. She provided enough content for the participants to understand **how** to change, created the space for discussion and reflection so they would identify reasons to **want** to change, and then focused a portion of her time (and the program budget) on supporting them in **realizing those changes**.

The client analyzed the changes in employee turnover, stating an ROI of over 500% on the program investment. Employees felt empowered and clear on the impact their behavior change efforts were having, and Evelyn elevated her relationship from training provider to trusted strategic partner.

Over the past 14 years, Actionable has supported over

650 organizations
on **2500+**
development programs

We've worked with over

300 consultants

in the process and, through Actionable's Habit Builder technology, we've identified

the specific tactics that the most effective consultants apply to realizing consistent and lasting impact with their programs.

In this report, we've analyzed over **5,300** learning sessions spanning **6 countries** and **92 industries**, impacting over **39,000 learning participants**.

Through that analysis, we've highlighted the “levers” that most consistently drive meaningful change. We've shared the relative impact of each lever and practical ways you can apply them in your own programs. Through that work, we identified a subset of change practitioners that are consistently having the greatest change impact in their programs. We call them **“Impact Agents,”** and we'll introduce them to you in the next section.



Impact Agents

Last year, as part of our annual *Ensuring learning Transfer & Impact* report, the team at Actionable.co published *Strategies for Sustained Behavior Change*, where we introduced 12 levers for helping training participants establish new habits.

Since then, we've followed more closely the consulting practitioners who systematically utilize these 12 levers, and the substantially above average impact they create as a result.

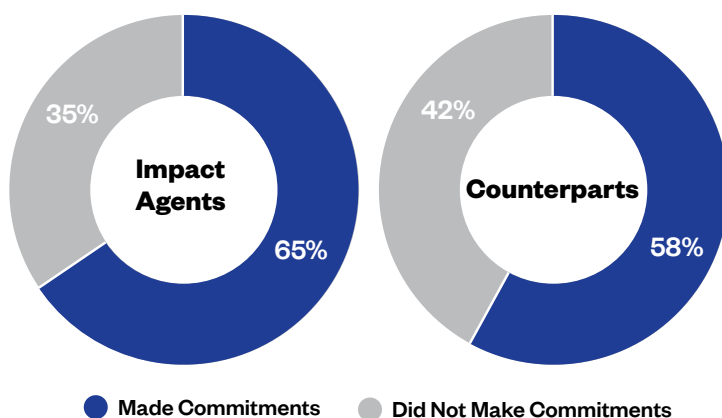
We've come to call the people that focus on training programs as vehicles for creating lasting change as **Impact Agents**.

Impact Agents on average, generate 12% greater participant adoption and 44% greater behavior change impact compared to their more traditional peers.

Sometimes these people are internal to the organization, sometimes they are external consultants being brought in.

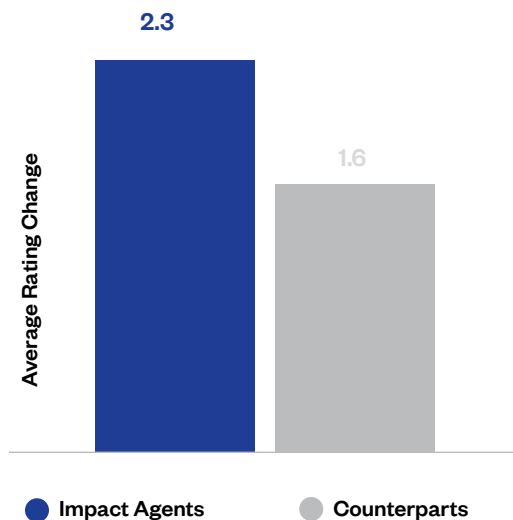
Wherever they sit in the org chart (or outside of it) these Impact Agents bring two very important differences to the programs that they're asked to design, deliver and support, compared to the general public.

Impact Agents see more participants making behavior change commitments following each learning session



NUMBER ONE, they focus on **outcome design** - structuring the learning program not exclusively through the lens of participant experience, but from the position of what change this program is being asked to make in the organization and why.

Impact Agents see participants having more success in changing their behaviors



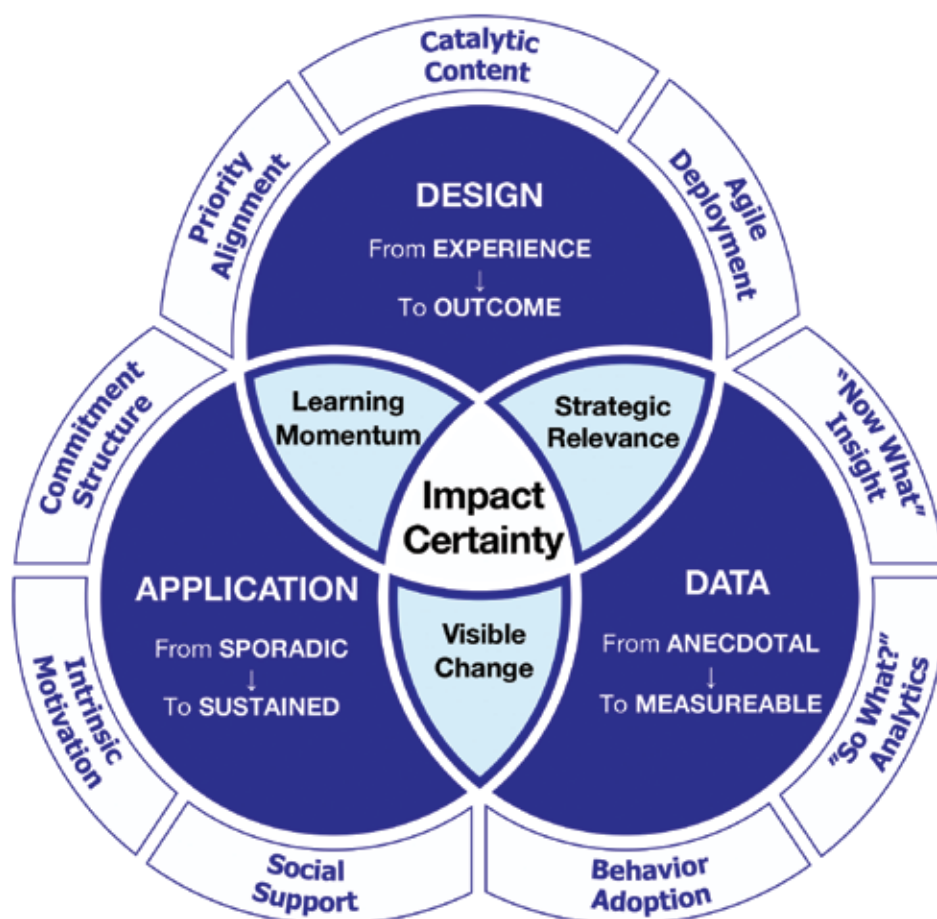
SECONDLY, Impact Agents bring a rigorous emphasis to what happens after each learning session: to the structure and support systems that enable the **sustained application** efforts of participants. In other words, they apply as much resourcing and thought to how they support learners in applying the content as they do to the initial knowledge transfer events.

Impact Agents bring a specific and repeated methodology to program design and implementation and - through that methodology - realize greater and more consistent results for the participants and organizations they serve.

We've identified Impact Agents and their methodology at work across 43 sectors and operating successfully in four major geographic locations: Canada, the United States, Australia and the United Kingdom.

What follows in this report is a combination of the specific strategies they deploy and the resulting impact they create for their organizations.

Creating Impact Certainty: The Actionable Approach to Workplace Learning



Impact Agents leverage the Impact Certainty model to consistently drive greater program outcomes.



Outcome Design

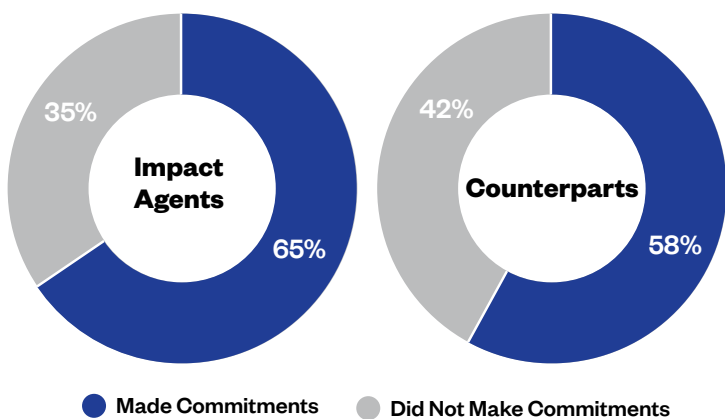
Impact Agents - those program designers and champions who believe their purpose is to drive lasting change - design their programs differently than their experience-design focused counterparts.

They use an approach we've come to call **Outcome Design**: engaging in the **discipline** of creating and deploying **employee development programs**

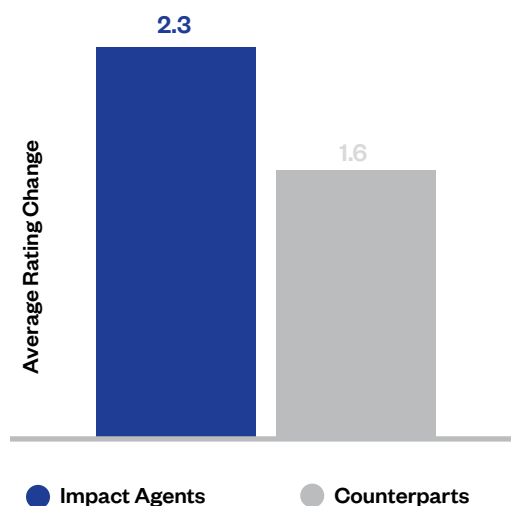
that **measurably advance** specific, predefined and strategic **organizational objectives**.

Meeting this objective requires changes to standard instructional or experience design philosophies; some small and some fairly foundational. Impact Agents do this though, because it works.

Impact Agents see more participants making behavior change commitments



Impact Agents see participants having more success in changing their behaviors



Three key elements of Outcome Design:

WHAT: Less Content - Limit the content to that which best helps participants understand how to change the behaviors that are most directly responsible for impacting the metrics the organization is prioritizing this year.

SO WHAT: More Context - Design learning sessions to maximize the amount of time participants spend finding a strong enough reason to want to change.

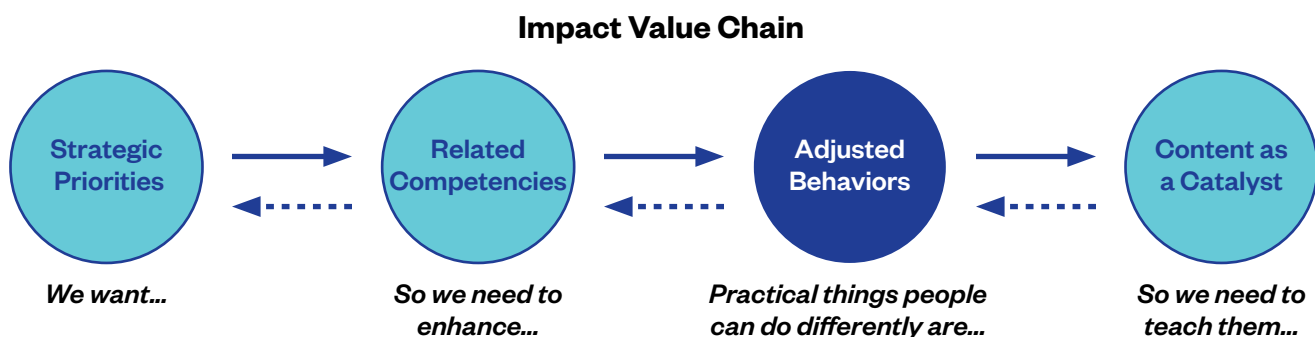
NOW WHAT: Bridge to Daily Application - Provide participants with a short list of daily practices the participants can choose to work on to establish new habits, providing a bridge between the learning event and lasting, real world application.



Outcome Design: Less content

This idea - that we actually create greater change in a program by providing **less** content - can be controversial. And yet, the data is compelling. When we limit the volume of content to the minimum required to help people understand how to change, we avoid the risk of overwhelm and diffusion of focus. Since the evidence is pretty clear that participants are going to forget 90%¹ of what they learned within a week anyway, why would we risk polluting our most important messages?

So where to start? How do we know what to keep vs cut? The Impact Value Chain approach helps with this.



Impact Agents design from the ‘left to the right.’ meaning they’ve identified the desired behavior change(s) **before** commencing content/structure design. With clear desired behaviors in hand, they bring a new question to the design process:

What’s the least amount of content needed to give participants a clear how to change those behaviors?

Learning experiences we’re providing should give people enough content to know how to change, and create the space for them to find their own reason to want to change

Simply put, the Impact Value Chain model posits that:

- 1** There’s an organizational, strategic priority underpinning the need *(and justification)* for every people development program considered *(otherwise, what’s the point?)*
- 2** Achieving that new strategic priority requires the development of new competencies or cultural norm. *(or we would have achieved them already)*
- 3** There are specific behavioral changes required in order to develop those competencies or establish those norms. *(unless we’re buying/hiring for the competencies, in which case a training program wouldn’t be the solution)*
- 4** The learning experiences we’re providing should give people enough content to know how to change, and create the space for them to find their own reason to want to change. *(nothing more and nothing less)*



Outcome Design: Less content

Limit yourself to 3 content blocks per learning session

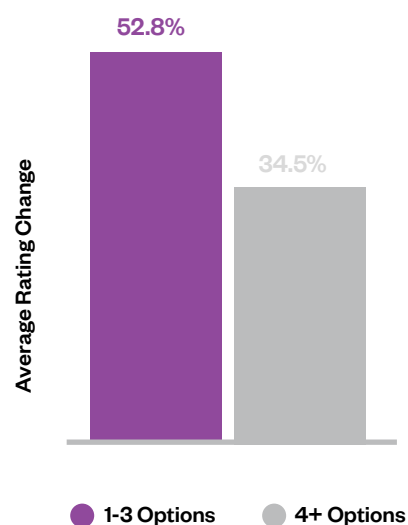
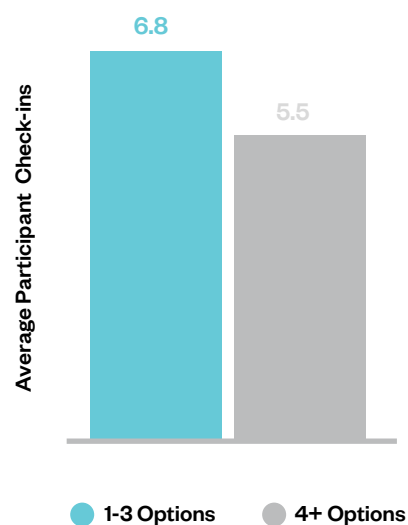
Less is more.

Sessions with no more than three concepts for participants to consider applying realize a substantially higher change impact than those sessions with more content.

Sheena Iyengar wrote about this in *The Art of Choosing*², where she shared findings from her research through Columbia University. We tend to think we want more choice and options, but in the face of too much content, we become quickly overwhelmed and default to choosing nothing at all (interestingly, Iyengar's research echoes the risks of providing more than 3 choices).



When participants are given 1-3 commitment options to choose from they see higher average engagement and rating change





Outcome Design: Less content

Impact Mapping

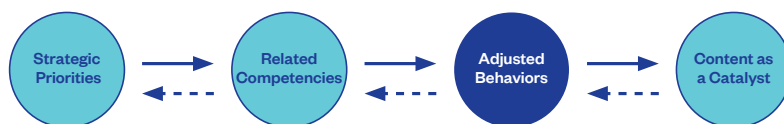
A key consideration for Content:

Ensure you're explicit in how each concept is relevant to the strategic priorities of the organization. In other words, be transparent about how the program is designed to benefit not only the individual, but the organization as well.

In the next section we'll highlight the importance and impact of providing ample space and structure for participants to find their own answer to the "why should I care?" question. But that doesn't negate the importance of communicating why the company/you care.

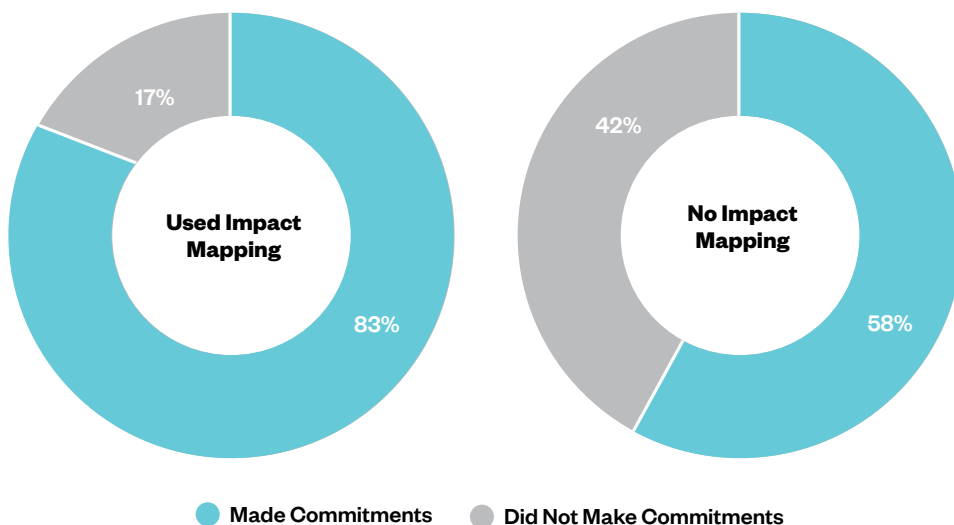
Preliminary data shows that those participants who are presented with a clear understanding of how the content (and related behavior changes) aligns to organizational priorities are 25% more likely to even make the effort to put the concepts into practice (ie. make a commitment to behavior change).

We call this "Impact Mapping": the act of linking all suggested applications of the learning back to the strategic reason for doing so. It's worth noting that Impact Mapping is a relatively new element of the Actionable platform and, as such, our data set is smaller here than in the rest of the study.



Apply a 25% bump in adoption across a multi-cohort program and it starts to make a material difference in how quickly - and effectively - change spreads through the organization.

Consultants who use impact mapping see more participants making behavior change commitments





Outcome Design: More Context

People need a strong enough reason to want to change if we expect them to break the inertia of the status quo and put new learnings into practice. There are a lot of great methodologies³ regarding prompt questions and reflection exercises on how to help learners find personal meaning in new content. Beyond the content specifics, there are two practical tenants that Impact Agents adhere to:

3(5):1 ratio

The time allocated to reflection or discussion should be at least 3x that which is allocated to new content (and, where possible, a 5:1 ratio). Meaning, in a 90 minute session, no more than 20 minutes should be spent on “teaching,” leaving a full 60 minutes for discussion / reflection, then 10 minutes for the “bridge” back to workplace application, as outlined below.

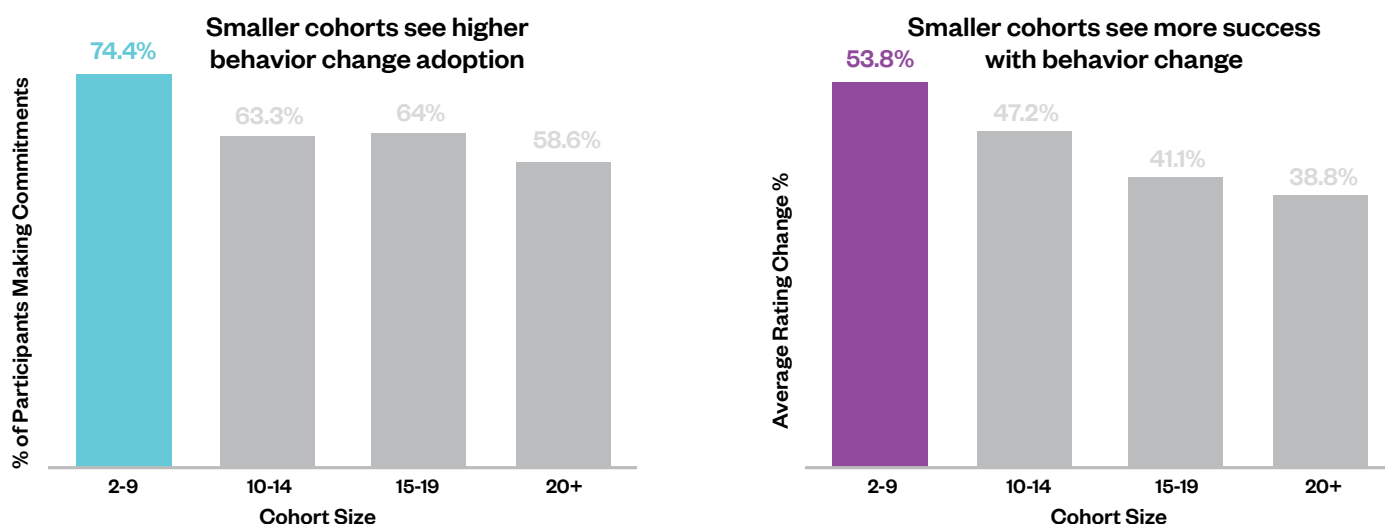
In our experience, that ratio is often inverted in standard program design with the majority of the time allocated to teaching. Yet, the art of crafting and posing great questions - as well as appropriately allocating the time for it - is critical in designing for maximum impact.

Single digit cohorts

Smaller cohorts allow for greater interaction and - by extension - a higher probability that participants will find personal relevance in the content.

In our own data, we’ve found that participants in cohorts of less than ten people are 17% more likely to commit to applying something they learned (when compared to cohorts of 10-14 people) and 15% more likely to establish lasting behavior change.

Smaller cohorts result in greater adoption and behavior change impact



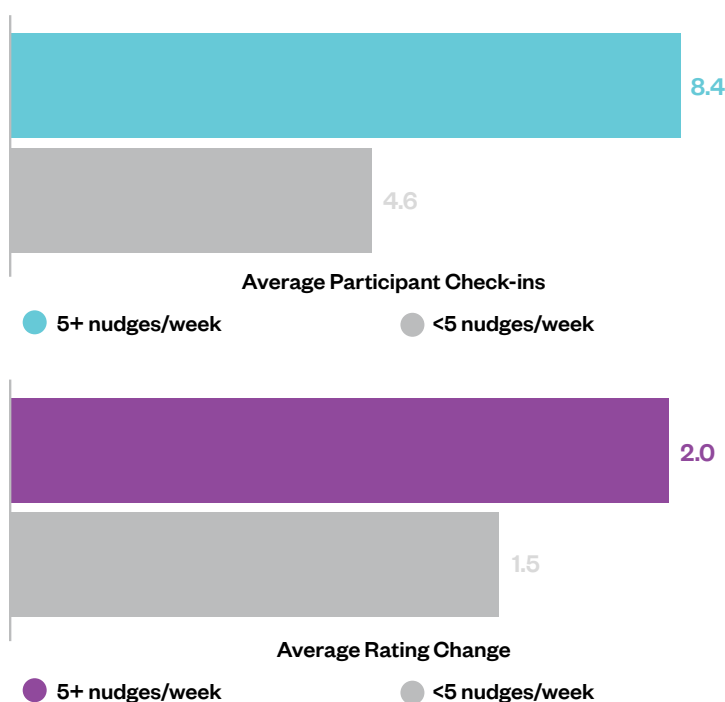


Outcome Design: Bridge to Daily Practice

There is extensive documentation⁵ available regarding the importance of daily practice to create new behaviors. Impact Agents keep this top of mind when transitioning their participants back into the workplace, ensuring they provide a short list of daily practice options for their participants to choose from. The optimal word here is **daily**.

For a participant to want to be reminded of their behavior change commitment 5 days/week, the commitment needs to be structured in a way that allows for daily practice in the first place.

Nudge frequency



60%
IMPACT AGENTS

47%
COUNTERPARTS

5+ NUDGES/WEEK

Participants who choose to receive nudge notifications at least 5 days a week ended up giving themselves self ratings on their commitments nearly twice as often on average. They also saw more success with their behavior change, ending up with a **33% higher rating change on average** than their peers who chose fewer notifications.

New Habit Formula



When... {TRIGGER}



Instead of... {CURRENT HABIT}



I will... {NEW HABIT}

Focus participants on a single, daily practice

We recommend using Michael Bungay Stanier's New Habit Formula⁴ to structure "commitment options" for your participants, so they have a sense of how they could apply the learning for the session.



Outcome Design: Summary

Different objectives require different strategies.

A learning program focused on driving consistent and measurable organizational priorities requires different design principles than one focused on achieving high participant satisfaction or knowledge retention.

Three key elements of Outcome Design:

WHAT: Less Content - Limit the content to that which best helps participants understand how to change the behaviors that are most directly responsible for impacting the metrics the organization is prioritizing this year.

SO WHAT: More Context - Design learning sessions to maximize the amount of time participants spend finding a strong enough reason to want to change.

NOW WHAT: Bridge to Daily Application - Provide participants with a short list of daily practices the participants can choose to work on, providing a bridge between the learning event and lasting, real world application.





Sustained Application

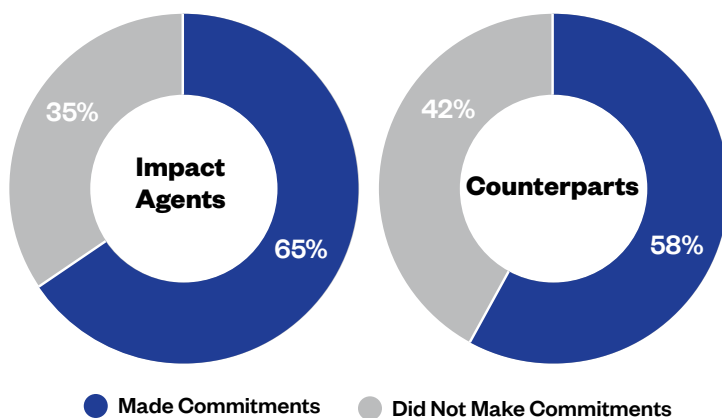
Perhaps the biggest difference between Impact Agents and general program designers is the emphasis and attention they put on supporting the participants' application efforts between and after the learning sessions.

In the previous section on Outcome Design, we demonstrated the importance of providing a “bridge” for participants from learning sessions to daily application of new concepts. Here, we're focusing

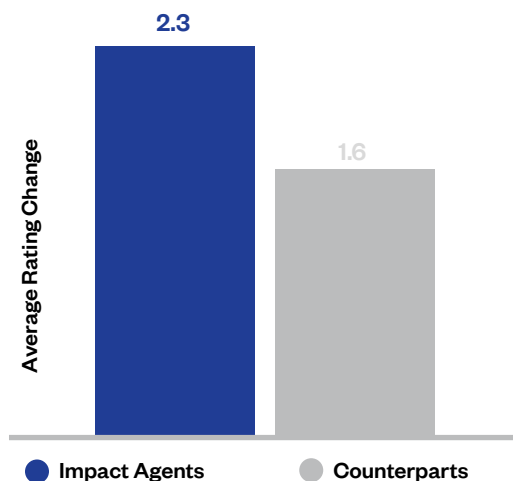
on how Impact Agents shape the environment to support program participants when they're not in the classroom.

Impact Agents design their programs in a way that encourages more participants to make behavior change commitments and then follow through on those commitments. The result is a participant self-rated behavior change that's 44% higher on average than what other practitioners see.

Impact Agents see more participants making behavior change commitments



Impact Agents see participants having more success in changing their behaviors



To accomplish these consistently superior outcomes, Impact Agents:

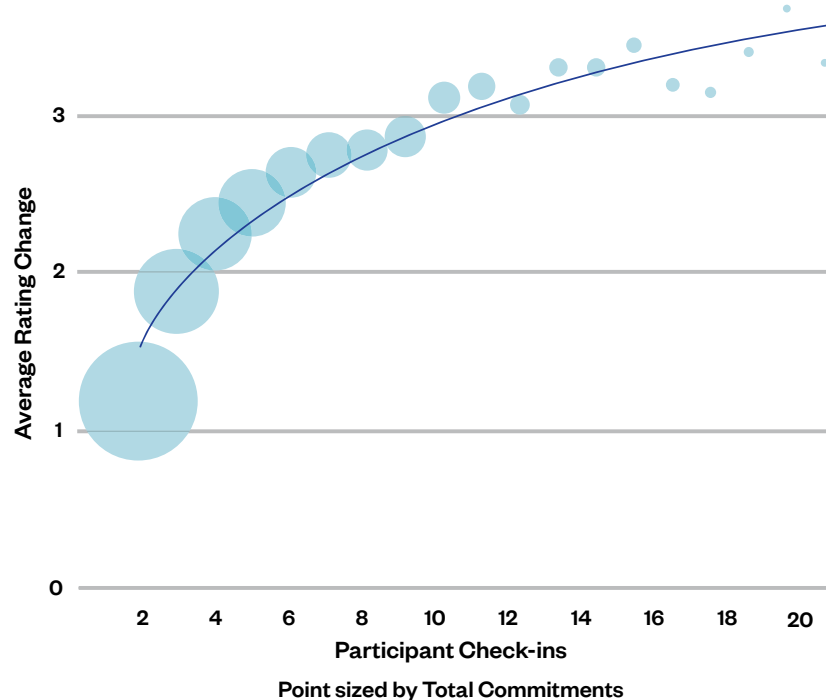
- Put substantially greater consideration (and percentage of total program budget) into how their programs will support the **application** efforts of their participants, not just the knowledge transfer.
- Leverage the credibility and impact of the session **host** to stay connected with the participants between and after sessions.
- Activate the participants' **peer networks** - both active and passive - to create a learning culture focused on the application efforts.
- Build systems by which participants take greater **ownership** for their application efforts, including decisions around when, how and why they'll practice their new skills.
- Encourage greater and more frequent reflection through **journaling**. One of the most consistent findings from analyzing behavior change impact via Actionable platform data is this: the more often a participant reflects on their behavior change progress, the greater the likelihood they establish lasting behavior change.



Sustained Application: Check-ins = Behavior Change

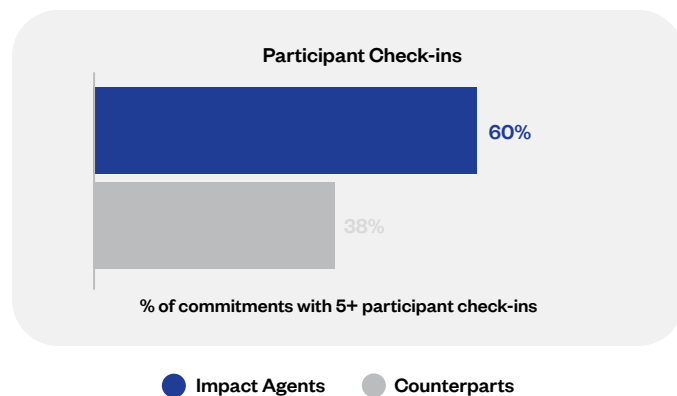
The more often a participant reflects on their behavior change progress, the greater the likelihood they establish lasting behavior change.

More frequent check-ins strongly support behavior change



We call these reflections “check ins.” There’s a direct correlation between check-ins and rating change.

For this section, we’re reviewing the eight levers that have the greatest effect on the number of check-ins. Impact Agents use all of them more effectively than their baseline peers.





Sustained Application: Application Lever Efficacy

Impact Agents focus on two distinct elements of post session engagement: Social Support and Participant Ownership.

● Impact Agents ● Counterparts

Social Support Levers

Participant Ownership Levers

Host Comments



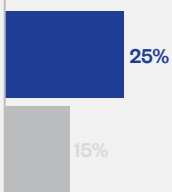
average host comments

Notification Time



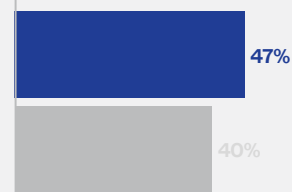
% of participants choosing their own notification time

Accountability Partner Presence



% of commitments with an accountability partner

Notification Method



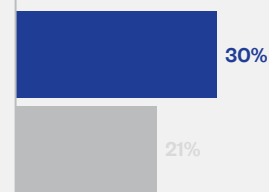
% of participants choosing sms notifications

Accountability Partner Activity



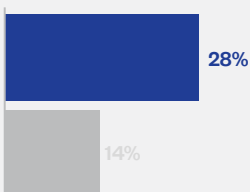
average accountability partner check-ins

Commitment Relevance



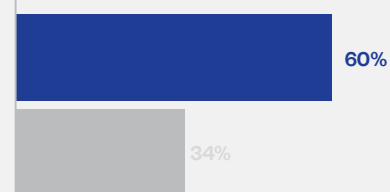
% of commitments with rewards of 15+ words

Commitment Visibility



% of commitments with visibility on

Micro-Journaling



% of participant check-ins with journal entries



Social Support Levers

Building Social Support mechanisms into a program is the act of deliberately considering the various on-the-job relationships that can help or hinder a participant's ability and willingness to apply the learning from a session.

More than any other extrinsic motivators, social support and validation are deemed to be the most effective.

Social Support - in context to behavior change in a professional environment - consists of three components:

HOST:

The person in a position of authority

PARTNER:

A dedicated accountability partner

NORMING:

Peer group visibility





Social Support Levers

2.5

IMPACT AGENTS

AVG # OF COMMENTS

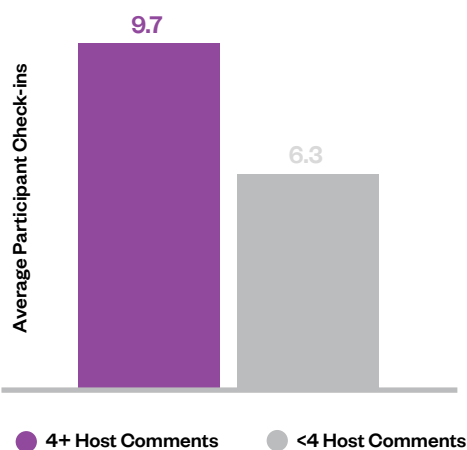
0.8

COUNTERPARTS

Host Comments

Engaged hosts foster engaged participants

When hosts make at least 4 comments on commitments, those participants end up checking in an average of 3.4 more times



For every learning session, there's a person or persons in a position of authority - the person that led the session. It might be a professional facilitator, a coach, or even a manager. Regardless of their formal role, let's call them the host of the session.

How often is the host interacting with the participants after that session's complete?

Far too often, the host is a 'sage on the stage' or a talking head; they do the session and then they're gone. They have no further interaction with those learners. And yet, they hold a special place in those learners' hearts and minds. They're the defacto expert and the one who introduced the concepts to the learners. That means something, and should be leveraged if we want to maximize impact.

When hosts make at least 4 comments on commitments, those participants end up checking in on their commitments 54% more often than their counterparts. This is powerful given how strongly correlated the number of participant check-ins is with participant rating change.



Social Support Levers

25%

IMPACT AGENTS

HAVE PARTNERS

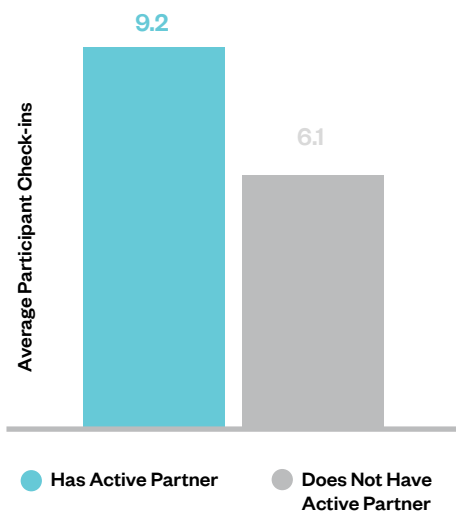
15%

COUNTERPARTS

Accountability Partner Presence

Accountability partners are a powerful way to increase engagement

Just having an accountability partner who checks in at least once is associated with 3.1 more participant check-ins



As anyone who's ever had a gym buddy or study group can attest to, peer accountability is a powerful mechanism for sustaining new behaviors. Peers can play an active or passive role in supporting the participant. Both are effective.

The active support role is one of an accountability partner or buddy. We found that just the act of having an accountability partner increases the likelihood of an individual sticking with their commitment by over 50%.



Social Support Levers

3.4

IMPACT AGENTS

2.7

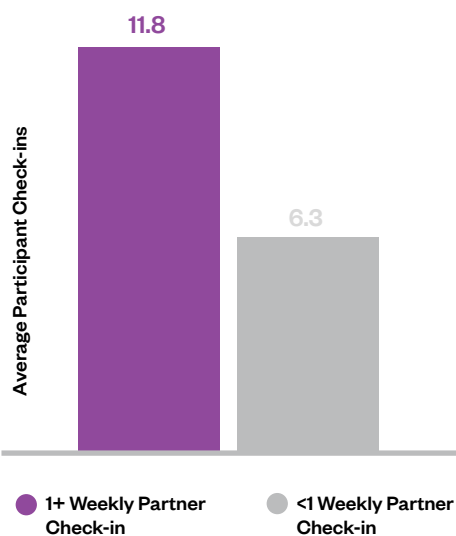
COUNTERPARTS

AVG # PARTNER CHECK-INS

Accountability Partner Activity

When buddies are highly engaged, so are participants

When buddies check in an average of at least once a week, participants check in an average of 5.5 more times



While having an accountability partner is immediately impactful, the level of interaction that partner brings plays an even more important role. For example, if the partner interacts with the participant even just once per week, the participant is likely to realize an 87% improvement in their engagement with their commitment to change.



Social Support Levers

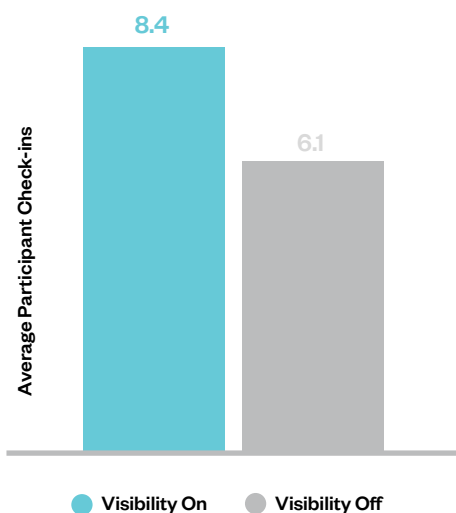
28%

IMPACT AGENTS

14%

COUNTERPARTS

% VISIBILITY "ON"



Commitment Visibility

Participants benefit when they make their commitments visible to others

When participants make their commitments visible to others they check in on their commitments an average of 2.3 more times than participants whose commitments are hidden from others

The final element of social support draws on the popular research around the Hawthorne Effect. This well documented phenomenon shows that when individuals feel that they are being observed in their efforts, they are more likely to stick with their stated commitments to change.

While this can have a “big brother” implication to it, it doesn’t have to. Impact Agents have leveraged the Hawthorne Effect by focusing on “social norming,” whereby they make the idea of each cohort sharing their progress openly as an act of solidarity and shared commitment to realizing meaningful change.

Impact Agents structure their programs to create greater visibility around the collective change - be it through leaderboards, public check ins, or a wiki. As a result, they increase the probability of each individual realizing lasting change by 15%.

Through the Actionable platform, we look specifically at the impact of “shared visibility,” whereby participants can see what behaviors their cohort peers are working on, and each person’s sense of progress towards establishing new habits.



Participant Ownership

While social support is important, none of it will have a material impact if the participant is not already at least somewhat engaged in their change intentions for their own reasons.

In order to create a consequential level of “intrinsic motivation” (whereby the individual has enough internal drive to stick with their commitment), Impact Agents create the circumstances by which each participant feels a sense of ownership over the change process, has an ongoing sense of progress and deeply connects with their own reason for wanting to change.

We call this “**participant ownership.**” This is where the participant is doing the work of personalizing the application plan:

- 1 They’re determining **what time of day** they want to be reminded of their commitments so that they can maximize the likelihood of applying the change.
- 2 Understanding their own patterns of behavior and flow of work to determine what **method of communication** is going to be most effective for them and their working styles.
- 3 The participants are being encouraged to **think deeply about the relevance of the application** that they’re focused on, the new habits they’re trying to achieve. This happens both when they initially choose their commitments and through the quality of their ongoing reflections.

“Participant ownership” is a core component to delivering learning programs that drive consistent impact. It’s the participant doing the work of more rapid interaction; more frequent reflection.





Participant Ownership Levers

75%

IMPACT AGENTS

70%

COUNTERPARTS

CUSTOM TIME

Notification Time

Choosing a custom notification time supports participant engagement

Participants who choose their own notification time rather than using the default time check in an average of 1.5 more times over the course of their commitment



One of the challenges with transitioning from a learning environment back to work is realistically considering the practical elements of applying new learning.

In most cases, our existing patterns of behavior are so deeply entrenched that if we're not deliberate in deciding the specifics of how, when and with whom we're going to practice our intended behavior changes, our commitment to change can quickly fade.

One way Impact Agents overcome this is by asking participants to be deliberate in deciding when they're going to practice their new habit and - as importantly - when they're going to reflect on their progress.

Participants who deliberately set a time to reflect each day engage with their commitments 28% more often than their counterparts who don't.



Participant Ownership Levers

47%

IMPACT AGENTS

40%

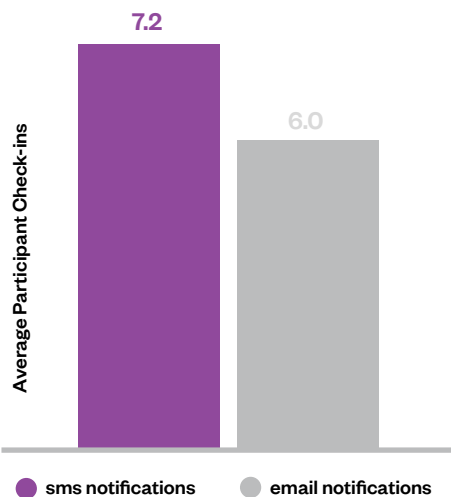
COUNTERPARTS

SMS NUDGES

Notification Method

SMS notifications are associated with more participant engagement

Participants who receive their notifications by sms engage with their commitments an average of 1.2 more times than those who receive email notifications



Similar to deliberately setting a time to reflect each day, participants who create stronger “interrupts” to their current patterns of behavior (in this case, an SMS ‘nudge’ to reflect vs an email nudge) engage with their commitments 20% more often than their counterparts.



Participant Ownership Levers

30%

IMPACT AGENTS

STRONG REWARDS

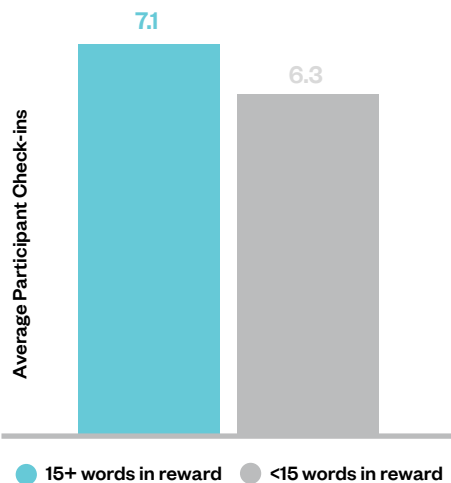
21%

COUNTERPARTS

Commitment Relevance

More fulsome rewards can boost participant engagement

When participants write rewards of at least 15 words they make 0.8 more check-ins on average than participants with shorter rewards



As noted earlier, if the participant doesn't have a strong enough reason to want to change, none of the other engagement strategies will have a material impact on their ability to do so.

Impact Agents acknowledge this, and encourage participants to take the time to reflect on why they're choosing this particular habit to change. Data shows that participants who take the time to write out a short paragraph on WHY this commitment matters to them will check in on their progress 13% more often than their counterparts.



Participant Ownership Levers

60%

IMPACT AGENTS

34%

COUNTERPARTS

JOURNAL ENTRIES

Journal Entries

Journaling is strongly correlated with rating change

Participants who complete at least one journal entry per week see an average rating change 43% higher than those who do fewer.

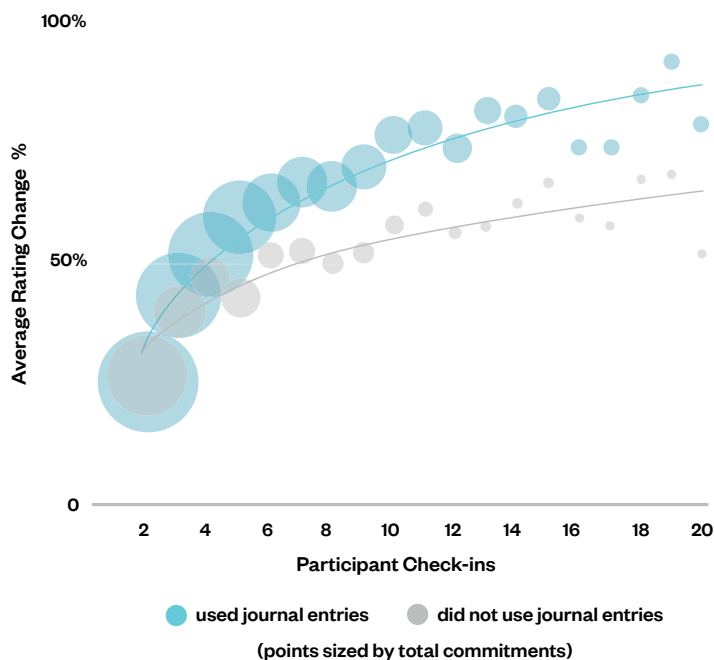
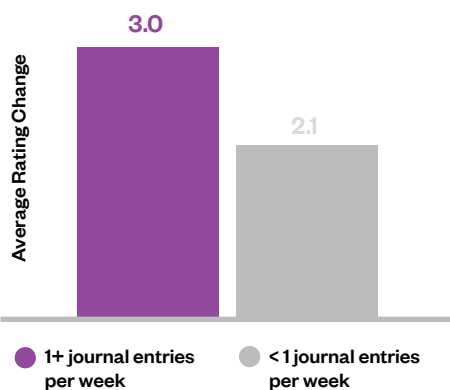
Using journal entries at all strengthens the impact of engagement. Checking in on commitments more often is highly correlated with rating change and this correlation is even stronger for participants who complete any micro-journals.

We know that when participants engage in micro reflection - that is to say regularly taking 20-30 seconds to reflect on their progress, their wins, and their challenges - they more firmly embed the learnings as lasting behavior changes⁶.

Impact Agents build these reflection cycles into their Sustained Application design, specifically focusing on journaling.

Encouraging participants to journal at least once a week about their progress in establishing new habits supports a rating change that's 42% higher.

Interestingly, the data suggests there is a compounding effect of journaling more regularly. As the graph to the left shows, the more often someone journals the greater their rating change, relative to their non-journaling counterparts.





Sustained Application: Summary

If the purpose of a learning program is to drive lasting and meaningful change, it's not enough to focus solely on the in-room experience. Nor is it enough to send follow up content and hope that participants are applying what they learned.

Impact Agents understand this and systematically apply specific sustainment elements to their programs.

Impact Agents:

- Put substantially greater consideration (and percentage of total program budget) into how their programs will support the **application** efforts of their participants, not just the knowledge transfer.
- Leverage the credibility and impact of the session **host** to stay connected with the participants between and after sessions.
- Activate the participants' **peer networks** - both active and passive - to create a learning culture focused on the application efforts.
- Build systems by which participants take greater **ownership** for their application efforts, including decisions around when, how and why they'll practice their new skills.
- Encourage greater and more frequent reflection through **journaling**.





Summary

Whereas the majority of employee development programs focus mostly on the employee experience, those designed for maximum impact consider two additional components: **Outcome Design** and **Systems for Sustained Application**.

Program Designers and consultants who focus on **Outcome Design** and **Sustained Application** - those we call **Impact Agents** - generate 12% greater participant adoption and 44% greater behavior change impact compared to their more traditional peers.

They achieve this by focusing on specific design and delivery elements:

Outcome Design		
Identify the desired behavior changes before designing any content. Content should be limited to that which makes it easier for participants to understand how to make the changes, and include ample time for them to determine for themselves why they'd want to make that change.		
Concept	Tactic	Impact
Less Content	Limiting each session to no more than 3 content themes	53% greater behavior change
	Linking suggested behavior changes back to strategic priorities	11% greater adoption
More Context	For every 10 minutes of content, allow 30 minutes for contextualization	
	Cohorts of less than 10 participants	11% greater adoption
Bridge to Daily Practice	Leverage the New Habit Formula	
	Design for Daily practice	33% greater behavior change



Summary

Sustained Application

Focus as much energy and resourcing on supporting change between sessions as you do on designing the sessions themselves. Intrinsic and extrinsic motivations should be considered and integrated into supporting participants' change efforts.

Concept	Tactic	Impact
Social Support	Encourage Host Engagement 4x	54% greater engagement
	Encourage Accountability Partners	51% greater engagement
	Encourage Accountability Partners to engage weekly	87% greater engagement
	Create commitment visibility	38% greater engagement
Participant Ownership	Encourage participants to deliberately set their daily reflection times	28% greater engagement
	Encourage stronger “interrupts” (nudges via sms)	20% greater engagement
	Encourage participants to find a deeper why	13% greater engagement
	Encourage journaling at least once per week	42% greater engagement

As an industry, we've spent the last 30+ years talking about pursuing an ROI on learning, yet - for the most part - programs are designed not to drive impact but to earn higher participant satisfaction scores and encourage knowledge retention.

Our hope with this paper is that some of the findings resonate with you and equip you with the data to start making changes with your own programs to drive meaningful, lasting change; change that advances the objectives of your participants and your organization.



About the Company

Since 2008, [Actionable.co](https://actionable.co) has been focused on solving just one problem: “How do we reliably translate new learning into value-creating behavior change?”

In other words:

How do you make learning stick, in a way that’s measurable?

What started as business book summaries (2008) evolved into corporate training (2011), a team-based learning methodology (2014) and, ultimately, behavior change technology for corporate trainers and organizations (2019).

In partnership with a small network of boutique consulting firms, Actionable has supported over 3000 corporate change initiatives, resulting in over 2,000,000 data points related to behavior change in a corporate setting.

In addition to Insights reports (like this one), we’ve leveraged our experience to provide consultants with technology, methodology, playbooks and a robust community to help them consistently (and demonstrably) drive lasting behavior change for their clients.

Do you lead a consulting practice? We’d be happy to provide a deeper understanding of the Habit Builder technology and explore how we might work together to amplify and measure your behavior change impact.

Working with Actionable provides consultants with access to:

- Playbooks and best practices for immediately amplifying impact
- Technology to support learners in their application of learning
- Standard and custom report templates to efficiently communicate impact
- Machine learning generated recommendations
- Global benchmarking for you and your clients
- Private access to a global peer forum of like-minded consultancy owners
- Unlimited coaching and hands-on support

Consultants interested in leveraging Actionable in their own work can visit [Actionable.co](https://actionable.co) or [book a call](#) to explore possibilities.

Actionable’s models and technology wouldn’t exist were it not for the exceptional research and publications of BJ Fogg, Charles Duhigg, Robert Keegan, Lisa Lahey, Michael Bungay Stanier, Daniel Pink, Daniel Kahneman, Sir Ken Robinson, Simon Sinek, James Clear, Dan Heath, Chip Heath, Mihaly Csikszentmihalyi, Katy Milkman, Angela Duckworth, John Kotter and many, many more.

This report, in particular, would not have been possible without the collaboration and innovative spirit of the over-300-consulting firms and 500+ consultants we’ve worked with in bringing a behavior change focus to corporate learning programs across the globe.

While behavior change and “habits”, specifically, have become popular topics in the public zeitgeist over the last 10 years, these consultants (and their clients) have been the pioneers in believing “more is possible” when it comes to supporting and proving impact.

Let’s continue to move the needle. The work matters.



Contributors



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As Founder and President at Actionable.co, Chris helps facilitators, consultants and coaches ensure transfer of learning & proving the behavior change impact of their programming. When he's not growing Actionable.co Chris can be found ensconced in the kitchen, music studio or on the playground with his two young boys.



Leah Patriarco

Leah helps organizations with meaningful missions use data intentionally and effectively in order to tell their story and positively impact their communities. She is dedicated to helping Actionable.co's consultants, clients, and staff have access to clear and compelling data. When she's not delving into data she can be found baking for friends, hosting games nights, or picking up a new hobby to add to the already long list.



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