

A combine harvester is shown from a low angle, moving through a field of golden wheat. The sun is low on the horizon, creating a warm, golden glow across the entire scene. The harvester's header is visible, cutting through the wheat. The background shows a line of trees under the sunset sky.

impellus

BUSINESS PERFORMANCE TRAINING

# How to maximise the impact of Impellus training

Harnessing the power of essential leadership and management training

## Welcome to this guide on how to maximise the impact of your Impellus training.

Leadership and management training is an invaluable investment that should deliver both immediate and longer-term benefits to ensure the continued success of your organisation. This guide explains how Impellus training is designed to do just that, making a real and lasting impact in the workplace.

You will also find practical advice on:

- Helping delegates prepare for and get the most out of their Impellus training.
- How to best support them when implementing their learning in their day-to-day role.
- How to create a culture of continuous improvement.

I hope this guide provides some interesting and useful insights into how to achieve demonstrable and measurable results from your Impellus training.

A handwritten signature in black ink, appearing to read 'Jon Dean', with a long horizontal stroke extending to the right.

Jon Dean  
Managing Director

# Contents

Measuring return on investment (ROI) .....	5
Focus on results: our role .....	5
Focus on results: your role .....	5
Your role in measuring ROI.....	6
Calculating a financial return on investment .....	6
The Kirkpatrick Model.....	7
What to expect from Impellus training courses .....	8
The benefits of physical workbooks .....	8
Interactive and self-reflective .....	9
‘Real world’ relevance.....	9
Course structure.....	9
Set your delegates up for success.....	10
Attending courses .....	10
The importance of follow-up.....	11
Monitoring change.....	12
Delegates studying for an ILM qualification.....	12
Consolidating and implementing learning.....	13
A culture of continuous improvement.....	14
How to create a culture of continuous improvement.....	14







# Measuring return on investment (ROI)

Effective leadership and management training drives organisational performance, creates innovation and growth, reduces staff turnover and helps to attract and retain the best talent in your sector.

Although accurately measuring ROI in leadership and management training remains an inexact science, it can be done. However, there are **two important considerations** to bear in mind:

1. Time is an important factor when measuring ROI. Many changes and improvements can be seen in days or weeks, others take longer. For example, higher staff retention may take months or even years to accurately measure.
2. It can be tricky to clearly differentiate between improvements made as a direct result of training and equally valuable improvements that are ‘knock-on’ effects. For example, a training course or programme of study can have a far-reaching influence on decision-making and the way events and circumstances are responded to – but these positive changes may not necessarily be immediately attributed to the training that triggered them.

## Focus on results: our role

Impellus courses, workbooks and training methodologies focus on delivering proven results, providing the tools, techniques and skills required to make immediate and longer-term business improvements.

We do this by linking learning to each delegate’s unique challenges and experiences to change perceptions, build self-awareness and transform their day-to-day approach in the workplace. We collaborate, challenge and inspire.

## Focus on results: your role

To get the most from your Impellus training you must take an active role in measuring its impact and ensuring your delegates get the support they need to implement changes and improvements.

# Your role in measuring ROI

Organisations who are committed to training and development and understand its crucial importance to overall success must take an active role in measuring ROI. This is vital to gain a clear and demonstrable understanding of the return on your investment.

## Calculating a financial return on investment

Use the following simple calculation to measure ROI:

$$\frac{\text{Return (or financial benefits*)}}{\text{Investment (cost)}} = \text{ROI}$$

\*Financial benefits should be calculated per week or compared to a similar previous period or by using specific examples.

For example:



### Financial gains

- Improved speed of working and decision-making processes.
- Improved customer value and retention.
- New markets, sales or products.
- The negotiation of more profitable deals.
- Increased staff motivation and engagement resulting in innovation.



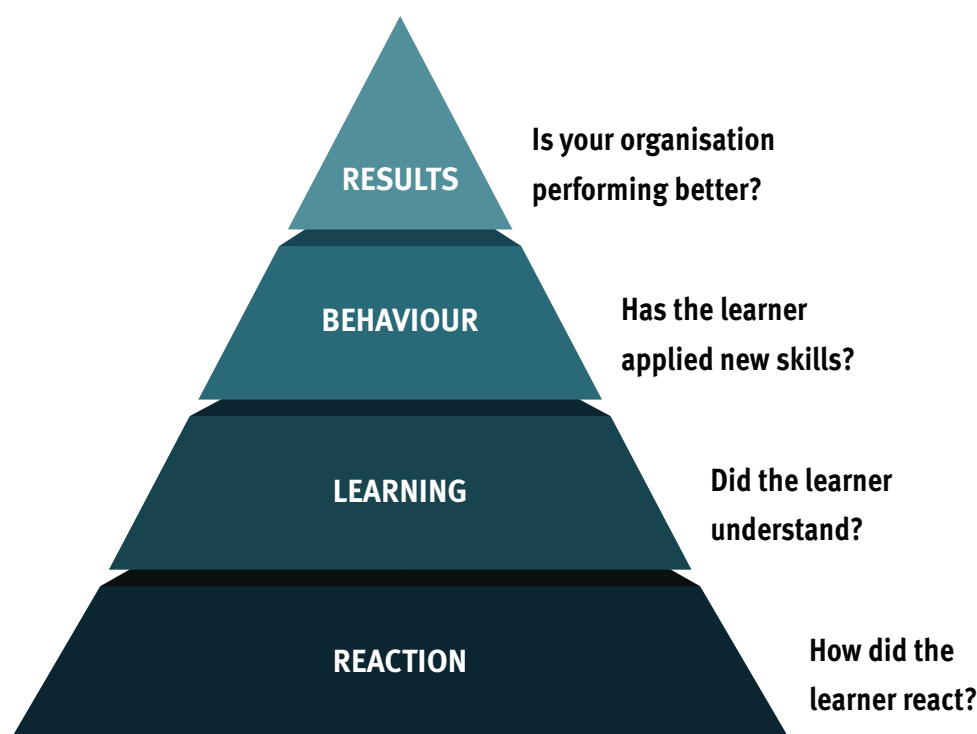
### Financial savings

- Number of working hours saved per week per activity.
- Talent retention and reduced costs of staff turnover.
- Reduction in time and money spent problem-solving.
- Reduction in waste and inefficiency.
- Improving cost structures.



# The Kirkpatrick Model

The Kirkpatrick Model is a good starting point if you would like to explore ROI in more depth. The model uses four levels of training evaluation:



Here are some pointers on how to measure the effectiveness of the four levels:

**Reaction:** Follow-up with your learner. Did they enjoy it? What three key takeaways will they now apply in the workplace?

**Learning:** Does the learner understand how to apply the tools and techniques they learnt? What is their action plan?

**Behaviour:** Is the learner using their new skills to make measurable improvements in performance and outcomes?

**Results:** This will depend on what your organisation aimed to achieve. For example, measure progress pre and post-training against your organisation's key performance indicators.

# What to expect from Impellus training courses

Impellus training courses are carefully and purposefully designed to focus on results, maximising learning to ensure delegates are able to quickly consolidate and apply their new knowledge, techniques and insights back in the workplace. We achieve this in a number of ways:

## The benefits of physical workbooks

We provide a physical workbook to each of our delegates before the start of their course. Electronic versions are available, but the physical version offers a more effective learning experience. As has been shown by various studies,\* making handwritten notes can contribute to enhanced learning in a number of ways. For example:

- The act of handwriting engages the brain in a different way, helping with comprehension and remembering what is learnt.
- It improves concentration and aids understanding by requiring the learner to rephrase and describe ideas in their own words, rather than quickly typing a trainer's explanation verbatim.
- Summarising and rephrasing when making handwritten notes can boost cognitive processing as well as factual and conceptual understanding.
- The workbooks are designed to be personalised by each delegate with their notes, thoughts and plans for future actions and should be kept for ongoing reference.

\*Including: Mueller, P. A., & Oppenheimer, D. M. (2014). The pen is mightier than the keyboard: Advantages of longhand over laptop note-taking. *Psychological Science*, 25(6), 1159–1168.



A background image showing a person's hands writing in a notebook with a pen. The image is slightly blurred and has a warm, soft light overlay.

## **Interactive and self-reflective**

Our trainers do not take a didactic approach. They facilitate the active engagement of each delegate through the use of self-reflection and time for personal note-taking; group discussion; breakout sessions and questionnaires.

## **‘Real world’ relevance**

Delegates are expected to consider their own current experiences and challenges and to find new solutions and ways of working by fully engaging with both the training and their fellow delegates.

## **Course structure**

Impellus courses are carefully divided into timed sections with a mix of interactive and self-reflective activities to ensure delegates remain alert, receptive and open to learning throughout the day.

# Set your delegates up for success

To encourage buy-in and commitment, it's important to collaborate with your colleagues when selecting the most appropriate training options for your organisation. You can also ask our in-house experts for advice on the best Impellus courses to plug any skills gaps that you have identified.

## Attending courses

Here are **five golden rules** to ensure your delegates get the most out of their Impellus training:

**1**

Make sure we have your delegates' postal addresses so we can send out their course workbooks in good time. (PDFs can be emailed.)

**2**

Delegates need a device with a front-facing camera, microphone, speakers and a stable internet connection. Cameras should remain on throughout the course.

**3**

Screens should not be shared with fellow delegates as this makes the organisation of breakout sessions difficult.

**4**

Everyone's full attention is required during the course, so delegates should clear their diaries and ensure they will not be disturbed.

**5**

Delegates should arrive on time and be ready to actively participate, challenge the materials and share their own experiences. Impellus courses are delivered in a safe, supportive and non-judgemental environment to enable honest and open discussion and debate.



# The importance of follow-up

## Priorities

- Follow-up ASAP
- Organise resources
- Monitor outcomes

The end of an Impellus course is just the beginning.

The starting point for the delegate is their workbook which should now be an invaluable mine of information, including their own notes and personal action plan which all delegates complete at the end of a course. This personal action plan asks delegates to record their key learning points from the course and what actions they will be taking to immediately improve their performance in the workplace.

**Please remember that this workbook should remain the delegate's private document.** However, it's important for an appropriate manager or your in-house training manager/booker to follow up on the training and establish what benefits and improvements will result.

Here are some key questions that can be asked:

- Was the course useful and what were your key takeaways?
- Is it appropriate/useful to share your learning with your team?
- What support or resources do you need to implement the improvements you have identified?
- What do you expect the outcome of your improvements will be and do you know how you will measure and monitor them?
- Do you see any roadblocks preventing you from introducing new ideas and techniques?
- Have you identified any further training needs for yourself or your team?



# Monitoring change

As part of your follow-up activities, stay alert to what is happening in your organisation and any step changes that occur as a result of the leadership and management training your staff have taken with Impellus.

For example, are previously unproductive and counterproductive behaviours and ways of working being dropped? Are new and more efficient methodologies being introduced? Are the old ‘that’s the way we’ve always done things’ mindsets disappearing? Is productivity on the rise? Staff turnover stabilising?



## Delegates studying for an ILM qualification

An ILM Award is a valuable way to test the learning of a delegate but relies on a commitment to the time and work required to achieve this qualification.

We recommend offering ongoing encouragement and support to delegates from your organisation who are studying for an ILM qualification. A strict timeframe applies and delegates need to allow plenty of time to write their assignments and request feedback from our ILM-accredited team before final submission for marking.

### Unique advantage

Delegates who study for ILM qualifications with Impellus have the unique advantage of working with our in-house Assessment Team who stay in regular contact to provide guidance, information and deadline reminders. They are always available during office hours to answer questions and clarify Award requirements. Encourage your delegates to make full use of the expert help and advice they provide.



# Consolidating and implementing learning

Impellus training is designed to be a catalyst for lasting change and improvement in the workplace.

The crucial process of consolidating and implementing learning can be achieved in a number of highly effective ways:



**Bite-sized implementation sessions:** allow delegates to revisit part of a course they have recently taken to gain further insights into a key concept, idea or technique and learn how to build on it.



**Group-facilitated implementation sessions:** in-house sessions for teams who have recently completed a training course or programme and would benefit from supplementary group work to consolidate and extend their learning. The aim is to clearly identify objectives, actions and outcomes tailored to the specific challenges faced by the organisation.



**ILM workshops:** bring together your ILM candidates to accelerate learning, share ideas and experiences and provide mutual support. These workshops emphasise the dual importance of both vocational and academic learning, help to identify objectives and actions and encourage a consistent approach to implementation across the workplace.



**Accelerated personal development programmes:** delegates who have recently completed a training course will benefit from these high-impact one-to-one sessions to clarify learning outcomes, identify actions and explore remaining challenges and roadblocks.



**Ongoing training:** Impellus in-house training and/or our range of open courses, followed by consolidation and implementation as outlined above, will enable the continued growth and development of your team and your organisation.

# A culture of continuous improvement

All organisations need to adapt, innovate and continually enhance and develop the way they work if they are to thrive and remain competitive, relevant and agile in the face of constant change and ever-increasing expectations.



**A culture of continuous improvement is the key to achieving this and should underpin every aspect of your organisation's activities.**

**SIÂN MILNE**

HEAD OF OPERATIONS, IMPELLUS



## How to create a culture of continuous improvement

Below is a quick guide on how to create a culture of continuous improvement.

- Commitment from your top team is crucial. This includes actively empowering and enabling employees at all levels to share ideas and having established processes in place to review and implement suggestions for improvement.
- Consider incentives and rewards for successful outcomes – this could be through financial or other types of recognition.
- Take a non-judgemental approach and stress the importance of learning from both failure and success.
- Minimise silo working to encourage collaboration between teams, foster creativity and spark new and innovative ideas.
- Put in place an ongoing leadership and management training plan to encourage an expectation of learning and growth. This will provide the cornerstone for creating a culture of continuous improvement to ensure the sustained success of your organisation.
- Prioritise ongoing staff development. Impellus training ranges from extended study for an ILM Award to one or two-day standalone courses. 'Bite-sized' sessions of under two hours cover key concepts, tools and techniques with minimal time away from the workplace. You can also consider in-house delivery of proprietary knowledge.

## About Impellus

Impellus is an established provider of essential leadership and management training that makes a real impact, delivering immediate results to organisations of all sizes and across all sectors. We are proud to be the UK's largest independent training provider accredited by the ILM and our ILM Award training is benchmarked annually against its stringent global quality standards. Our clients include public, private and not-for-profit organisations of all sizes and across all sectors.

- One and two-day standalone management and leadership courses.
- ILM Level 3 and Level 5 Awards in Leadership and Management.
- The Impellus Certificate of Learning in Leadership and Management at Levels 3 and 5.
- The Impellus Level 3 Certificate of Learning in the Professional Sales Environment.
- 'Bite-sized' sessions of up to two hours covering key concepts, ideas and techniques.

### Join the Impellus community

Stay ahead of the curve – follow Impellus on social media for all the latest news and views about leadership and management training plus all our Company updates and information.



Impellus.com  
enquiries@impellus.com  
0800 619 1230

Impellus Limited  
Registered in England and Wales  
Company no. 03973818  
VAT registration no. 755340826



