

**ALIGNED OUTCOMES.  
MEANINGFUL MEASUREMENT.**



# Program Results Map

## WHAT IS THE PRM?

The Program Results Map (PRM) is a structure to identify and document qualitative and quantitative indicators which can be used to evaluate the effectiveness of a learning initiative. It is an adaptation of the EvaluLEAD Model developed in 2005 as part of the Sustainable Leadership Initiative, a project of the Public Health Institute (Oakland, Calif.) with generous support of the W.K. Kellogg Foundation and the U.S. Agency for International Development. Primary model authors were John T. Grove, Barry M. Kilbel and Taylor Haas.

## OVERCOMING THE CHALLENGES OF MEASURING LEARNING

Determining behavioral and performance impact from leader development and learning programs is difficult. It is challenging to show that a learning event caused a change in performance. This is also complicated by intervening factors (organizational culture, external social or market conditions), other sources of learning, and the learner's retention following learning events.

The PRM is a means to address these challenges.

## How is the Program Results Map different?

### MAKING MEASUREMENT MORE SYSTEMIC, INTEGRATED AND MEANINGFUL

Traditional measures of learning are event focused, capturing learner reactions, and rely on narrowly-defined testing and point measures to attempt to determine whether skills have been acquired, performance has changed, or financial targets have been met.

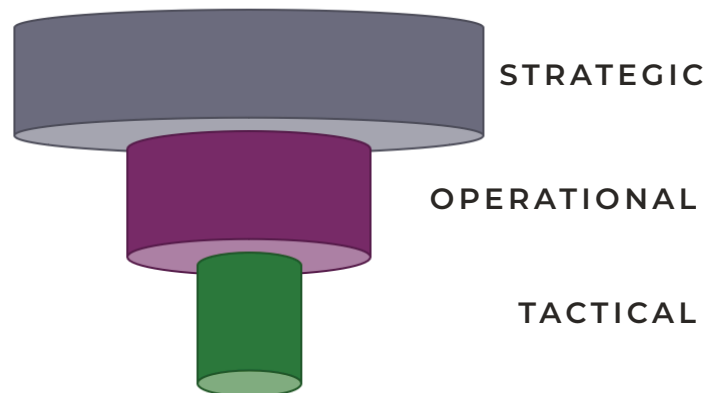
The Program Results Map achieves these measurement objectives, but with the additional context of understanding learning in the immediate, mid-term and long-term, learning's impact on the organization and its systems, and the organization's strategy and mission.

In other words, the PRM provides a structure for measuring learning that is integrated to the organization and its objectives.

### THE PRM DASHBOARD

Because the PRM is created based on strategic consultation with organizational leadership, it is possible to create a PRM dashboard—allowing all stakeholders to quickly understand the current state of learning and leader development initiatives and their contribution toward agreed objectives.

### LEVELS OF PRM MEASUREMENT



**Strategic Level:** What do we want our learning initiatives to accomplish for individuals, our organization, our society, and/or our community?

**Operational Level:** Which programs do we offer to achieve our strategic goals?

**Tactical Level:** How effective are individual programs in achieving our strategic goals?

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