# Strategic Learning Measurement: Evaluating Training Effectiveness, Organisational Impact and ROI

7 – 11 December 2026
Barcelona

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**Ref:** 956_42982 **Date:** 7 – 11 December 2026 **Location:** Barcelona **Fees:** 4800 GBP

## About This Programme

Strategic Learning Measurement: Evaluating Training Effectiveness, Organisational Impact and ROI is a one-week programme delivered by Mars Training Centre UK for learning and development leaders, HR directors, training managers and business leaders who are asked to show that training spending changes performance.

Most organisations can report how many people attended a course and whether they enjoyed it. Far fewer can show what changed afterwards, how much of that change was due to the training, and what it was worth. This gap is where training budgets are questioned and where learning teams lose influence. This programme closes it by treating learning measurement as a strategic capability: aligning learning to organisational goals, evaluating training at every level, isolating its effect from other factors, and presenting a return on investment that finance and executive colleagues will accept.

The week is applied throughout. Delegates work with real evaluation tools, case material from different industries and exercises built around their own programmes, and leave with a measurement strategy, an evaluation plan and a worked ROI calculation for a programme they run.

## What You Will Learn

By the end of this programme, you will be able to:

- Position learning measurement as a strategic capability and align learning objectives to organisational goals.
- Link training objectives to business outcomes before a programme is designed.
- Apply a multi-level evaluation model, from reaction and learning through behaviour and results.
- Design evaluation instruments, such as surveys, assessments, observation tools and interviews, that give reliable evidence.
- Collect and analyse data on application of learning back in the workplace.
- Isolate the effect of training from other influences on performance.
- Convert training outcomes into monetary value and calculate costs, net benefits, benefit-cost ratio and ROI.
- Report intangible benefits alongside the financial case.
- Build learning dashboards and evaluation reports that executives will use to make decisions.
- Establish governance, roles and data practices for a sustainable measurement system across the learning function.

## How You Will Benefit

You will leave with a clear method for judging whether training works, the tools to gather and analyse the evidence, and the confidence to present a return on investment to senior stakeholders. Each delegate receives a Mars Certificate of Completion on the final day.

Your organisation gains a learning function that can justify its budget, improve programmes using evidence, and direct spending to the training that delivers measurable results.

## Who This Programme Is For

- Heads of learning and development and training directors
- HR directors and HR business partners who sponsor training
- Training managers and learning programme designers
- Talent development and organisational development leaders
- Corporate academy and training institute managers
- Business leaders who fund and sponsor training programmes
- Performance improvement and people analytics specialists

**Senior manager level and above.**

## How the Week Unfolds

### Day 1 — Strategic Foundations of Learning Measurement

The first day sets out why learning is measured, what stakeholders expect to see, and how to plan measurement from the start rather than at the end.

- Learning measurement as a strategic capability and the cost of not measuring
- What executives, finance and line managers need from learning evidence
- Aligning learning strategy and objectives to organisational goals
- Multi-level evaluation models and the chain from learning to business results
- Building a measurement strategy and plan before programmes are designed

**Case study:** A leadership programme is challenged by the finance director at budget review.

**Workshop:** Draft a measurement strategy with objectives and measures for one of your own programmes.

### Day 2 — Measuring Reaction, Learning and Behaviour

The second day covers the first three levels of evidence: what delegates thought, what they learned and what they do differently at work.

- Designing reaction measures that tell you more than satisfaction
- Testing knowledge and skill before, during and after training
- Observation, manager feedback and on-the-job application checks
- Surveys, interviews and focus groups: design and sampling
- Barriers to transfer of learning and the role of the line manager

**Case study:** A customer service programme shows strong scores but little change in behaviour.

**Workshop:** Build evaluation instruments for the first three levels of one programme.

## Day 3 — Measuring Organisational Impact

The third day moves to business results, and to the harder question of how much of an observed change the training actually caused.

- Choosing business measures: output, quality, cost, time and satisfaction
- Collecting and checking performance data from operational systems
- Control groups, trend lines and forecasting to isolate training effects
- Participant and manager estimates, with confidence adjustments
- Reporting impact without overstating the claim

**Case study:** A sales programme runs during a period of rising market demand.

**Workshop:** Select impact measures and an isolation method for your own programme.

## Day 4 — Calculating Return on Investment

The fourth day turns results into money, and shows how to calculate and defend an ROI figure.

- Converting outcomes to monetary value with credible methods
- Identifying and totalling programme costs, direct and indirect
- Net programme benefits, benefit-cost ratio and ROI percentage
- Payback period and sensitivity of the result to assumptions
- Intangible benefits and how to report them alongside the figures

**Case study:** A compliance training programme is costed against avoided incidents and rework.

**Workshop:** Complete a worked ROI calculation for a programme you run.

## Day 5 — Learning Analytics, Reporting and Governance

The final day brings the findings together into executive reporting and a measurement roadmap that delegates can use in their own organisations.

- Structuring evaluation reports and learning dashboards for executive readers
- Presenting results and handling challenge from sceptical stakeholders
- Using findings to improve, redesign or discontinue programmes and rebalance the learning portfolio
- Building measurement into the learning function: governance, roles, data and tools
- Completing your personal action plan and measurement roadmap

**Workshop:** Present your findings and roadmap and receive feedback from faculty and fellow delegates.

## How the Course Is Delivered

- Facilitator-led interactive sessions, balancing teaching with discussion and applied exercises.
- A balanced mix of theory, regional case studies and applied exercises.
- Practical templates for measurement plans, evaluation instruments and ROI calculations.
- Applied exercises and personalised coaching throughout the week.
- A personal action plan built progressively across the week.
- Continuous personal feedback from your lead faculty.

## Your Mars Certificate

On completing Strategic Learning Measurement: Evaluating Training Effectiveness, Organisational Impact and ROI, each delegate receives a Mars Certificate of Completion, presented on the final day of the programme.

The certificate records the programme title and the dates of attendance, and confirms that the delegate has completed the full one week.