

Programme Impact Report

Programme

Emerging Manager Programme

Client

Northstar Services

Delivered by

Example Learning Co.

Demonstration report — illustrative synthetic data. Client and provider are fictional.

The cohort showed the strongest gains in confidence handling difficult conversations (+0.8 on a 1–7 scale) and in managing team wellbeing and giving developmental feedback. Most improvements were still visible eight weeks later. Role clarity and prioritisation showed the smallest gain and retained only 33% of it at follow-up, suggesting that additional reinforcement may help embed this behaviour.

28 / 30

Post-programme survey responses (93% of enrolled managers)

+0.8

Average improvement on the strongest outcome, difficult conversations, 1–7 scale

0.67

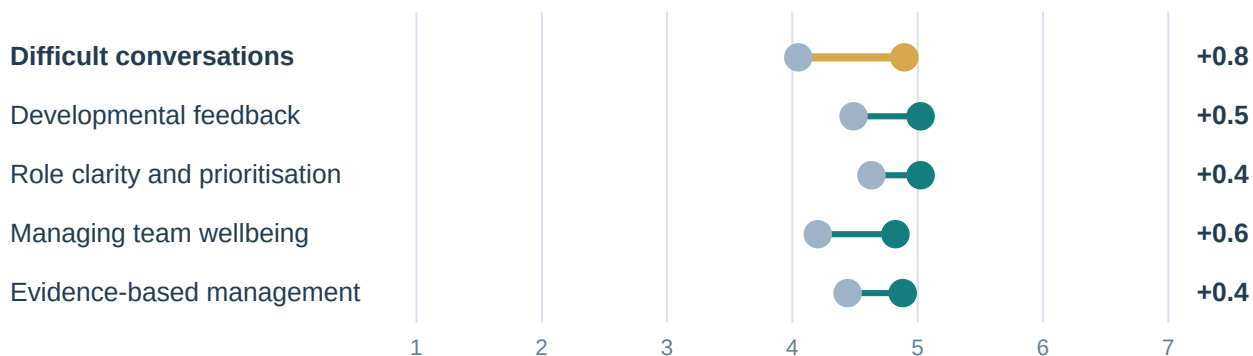
Largest standardised effect (mean change ÷ baseline SD)

24

Eight-week follow-up respondents (80% of enrolled)

Average score by outcome, before and after the programme

● Baseline (n = 28) ● Post-programme (n = 28)



Scores are the mean of three items per outcome on a 1 (strongly disagree) to 7 (strongly agree) scale, for the 28 managers who completed both surveys. Change is shown at right.

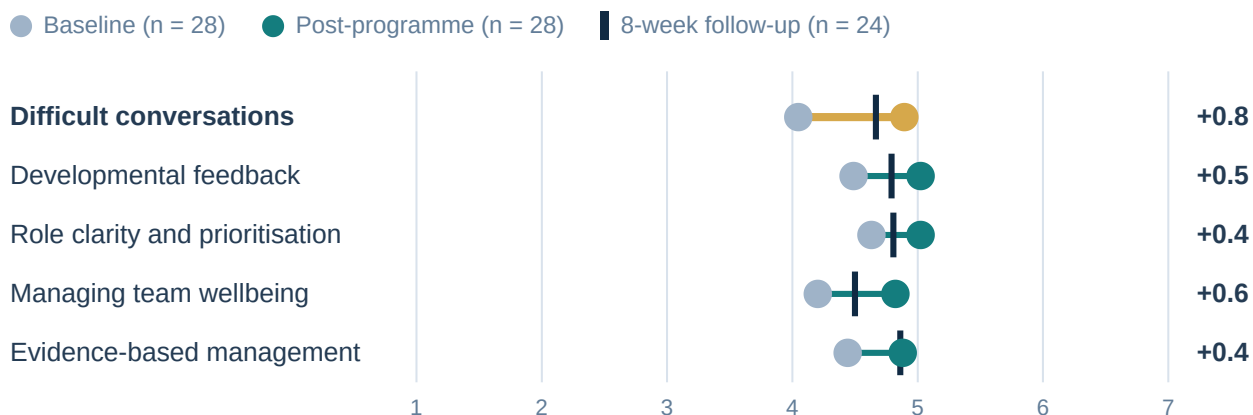
What this means for the client

- **Strongest evidence of impact:** confidence in difficult conversations rose by 0.8 points ($d = 0.67$), with 86% of managers scoring higher after the programme than before. Developmental feedback ($d = 0.56$) and managing team wellbeing ($d = 0.49$) followed.
- **Persistence:** among the 24 managers surveyed again at eight weeks, difficult-conversations confidence retained 82% of its gain and evidence-based management intentions 87%. Gains in feedback and wellbeing softened but were still clearly above baseline.
- **Where to reinforce:** role clarity and prioritisation improved least (+0.4) and had largely returned to baseline by week eight. A short reinforcement input at 10–12 weeks is recommended (page 4).

Outcome detail

Baseline and post-programme figures are for the 28 managers who completed both surveys; follow-up figures are for the 24 who completed all three. “Gain retained” is the eight-week change as a share of the post-programme change, within that group of 24.

Baseline, post-programme and eight-week scores



Outcome	Baseline	Post	8 weeks	Change	Effect size	Gain retained	Interpretation
Difficult conversations	4.05	4.89	4.67	+0.85	0.67 Moderate–large	82%	Largest gain in the cohort, and most of it remained at eight weeks.
Developmental feedback	4.49	5.02	4.79	+0.54	0.56 Moderate	67%	Clear improvement; two-thirds of the gain was still present at follow-up.
Role clarity and prioritisation	4.63	5.02	4.81	+0.39	0.36 Small–moderate	33%	Smallest gain, and the one that faded most by week eight.
Managing team wellbeing	4.20	4.82	4.50	+0.62	0.49 Moderate	58%	Solid post-programme gain that softened somewhat over the following weeks.
Evidence-based management	4.44	4.88	4.86	+0.44	0.36 Small–moderate	87%	Modest gain, but the best-maintained of the five at follow-up.

Strongest observed change

Difficult conversations

Mean score rose from 4.0 to 4.9 (95% CI for the change +0.62 to +1.07). 86% of managers improved. At eight weeks the mean was 4.7, 82% of the gain retained.

Area to reinforce

Role clarity and prioritisation

The smallest post-programme gain (+0.4, $d = 0.36$) and the weakest at follow-up: the eight-week mean of 4.8 is close to baseline. Participants’ comments point to workload, not the content, as the reason.

Effect size is the mean paired change divided by the baseline standard deviation of the same 28 managers (technical note, page 4). With a cohort of this size, effect sizes indicate direction and rough magnitude rather than precise estimates, and without a comparison group change cannot be attributed to the programme alone.

How the programme translated into day-to-day management

The post-programme survey asked one open question: *“What, if anything, have you done differently since the programme?”* 12 of the 28 respondents answered. Comments were reviewed and grouped into three themes; a comment can belong to more than one theme. All comments below are synthetic demonstration text.

7 of 12 comments

More confidence approaching difficult conversations

“I had a conversation I'd been avoiding for two months. It wasn't comfortable, but I had a structure to follow and it went better than I expected.”

Synthetic participant comment

The most frequently mentioned change, and the one that lines up with the largest quantitative gain. Participants describe acting sooner and having a structure to rely on, rather than enjoying the conversations more.

6 of 12 comments

More structured feedback and one-to-ones

“The feedback model was the most useful part. I now open one-to-ones with what I've noticed rather than a list of tasks.”

Synthetic participant comment

Comments point to a specific behaviour change in how one-to-ones are run. Two participants report their teams noticing the difference, which is a stronger signal than self-report alone.

6 of 12 comments

Sustaining new habits under workload pressure

“Good content, but I've struggled to keep the weekly one-to-one format going since month-end took over.”

Synthetic participant comment

Half of commenters raise time and workload as the barrier to keeping new practices going. This matches the softening seen at follow-up and is the clearest argument for light-touch reinforcement.

Where participants still struggled

- Time and workload were the most common barrier to sustaining new practices, raised in 6 of 12 comments. Several managers describe reverting to old habits during busy periods rather than abandoning the approach.
- One participant found the prioritisation session covered familiar ground, which is consistent with that outcome starting from the highest baseline (4.6) and improving least.
- The six-week format was described as compressed alongside a full workload; participants got more from sessions they had time to prepare for.
- Greater confidence did not mean greater comfort. Managers report acting sooner and with more structure, not enjoying difficult conversations more — a realistic and durable kind of change.

Open comments were coded by a single reviewer against three themes derived from the data. Counts show how many of the 12 comments touched on each theme. In a full evaluation, a second reviewer would code a sample to check consistency.

Recommended next steps

1 Reinforce prioritisation techniques at 10–12 weeks

A 60-minute session or facilitated peer discussion focused on the two lowest-scoring items (deciding what to drop; protecting time for work only the manager can do). This is the outcome that faded most and the one participants say they have not revisited.

2 Give every manager a one-page difficult-conversation prompt

Confidence in difficult conversations was the strongest and best-maintained gain. A printable structure for preparing and opening a conversation protects that gain at low cost and makes it easier to pass on to new managers.

3 Build feedback practice into managers' own one-to-ones

Ask senior leaders to spend five minutes of each one-to-one asking what feedback the manager has given that fortnight. Comments show the feedback model is being used; the follow-up shows it needs a nudge to stay in use under workload pressure.

4 Repeat the measurement with the next cohort

A second cohort using the same instrument would allow direct comparison, reduce the uncertainty around effect sizes, and begin to build a benchmark for Northstar Services against which future programmes can be judged.

How impact was assessed

Design	Single-cohort pre/post evaluation with an eight-week follow-up. No comparison group.
Surveys	Pre-programme survey (week 0), post-programme survey (end of week 6), follow-up survey (week 14). Each took under five minutes.
Response	30 enrolled; 30 completed the baseline; 28 completed the post-programme survey (93%); 24 completed the follow-up (80%). Post and follow-up figures use only managers with a matching baseline.
Outcomes	Five domains mapped to the programme's objectives, each measured by three statements rated 1 (strongly disagree) to 7 (strongly agree) and averaged. Baseline internal consistency (Cronbach's α) ranged from 0.84 to 0.95.
Analysis	Mean change with 95% confidence intervals, standardised effect sizes, and the proportion of managers whose score rose. Follow-up retention calculated within the 24 who completed all three surveys.
Comments	Thematic review of 12 open-text responses, coded into three themes with frequencies.

Technical note on effect sizes. Effect sizes are paired: for each outcome, the mean of (post – baseline) across the 28 matched managers is divided by the standard deviation of their baseline scores. This is more conservative than dividing by the standard deviation of the change scores and is the convention used throughout. All figures in this report are computed directly from the accompanying dataset (impact-proof-demo-data.csv).

This demonstration illustrates the type of evidence that can be produced from a lightweight programme evaluation. Small cohort sizes, self-report outcomes and the absence of a comparison group limit causal conclusions. For higher-stakes evaluations, stronger designs can be incorporated.

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