

# Measuring the impact of what we do

At Berkshire we believe that we need to be able to measure the impact of our work, so our clients can understand its value. To this end, we agree evaluation methods and success measures with our client at the design stage.

Value is a complex recipe. Traditional measures can be particularly hard to apply in a knowledge-sharing and virtual environment, so we advocate a more creative view of measurement. This balances the 'what we deliver' with the 'how we work', and we seek to apply this in our own client work. Some of the ingredients that our clients value most cannot be measured in the usual ways; sometimes it is the 'off the record' actions that help make the work more efficient or effective.

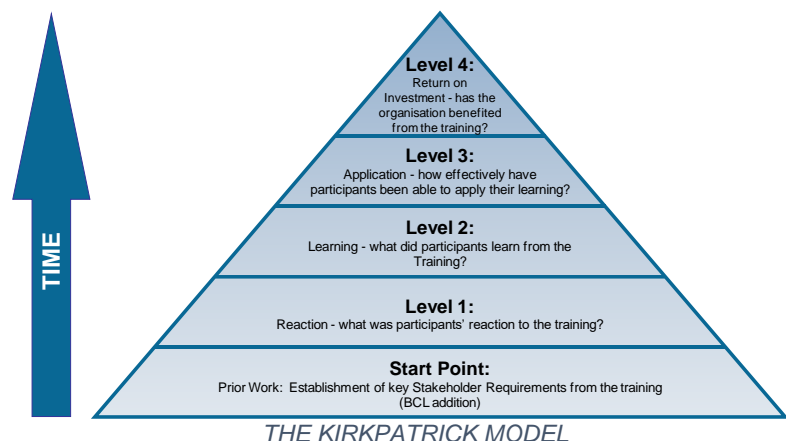
Of course, financial measures are important (cost savings, staff time, performance against budget, return on investment) but taken in isolation can be misleading and focus attention on the wrong things, having a negative impact on the delivery of longer term or more intangible benefits, such as culture change.

**Unexpected and intangible value:** The value of an improvement or customer benefit over its lifetime may be delivered in a number of different ways. Planned benefits and unanticipated benefits alike are influenced by events during the course of a project or an emerging client relationship. These factors require us to pay extra attention in identifying and quantifying client value, rather than assuming the usual measures will be adequate: this can result in some rather unorthodox metrics being adopted! There needs to be the flexibility to accommodate such developments.

**The Berkshire Consultancy Value Model:** This has been developed to help clients explore how they obtain value from consultancy support. It can help identify areas where they may not have the right measures or steps in place to get the best from the consultants; it also highlights where our performance may be compromised by certain factors, which can then be taken into account or addressed to improve the eventual outcomes.

## Evaluating L&D interventions:

In the case of Learning and Development programmes, we apply the framework and approach used by our client for their L&D activities. Where clients do not have a set mechanism for this, we offer a specially tailored version of the Kirkpatrick model that we have used many times in the past.



There is a range of tools and proven techniques that can be used to assess results from both the organisational and the individual perspectives to ensure that the development achieves all the desired objectives. We would be happy to discuss these with you in detail part of any formal proposal.