

THE EXECUTIVE BUY-IN ACCELERATOR WORKSHEET

Based on insights from Becky Willis on The Adoption Curve.

Overview

Many L&D teams struggle because they report **learning metrics** (courses completed, attendance, satisfaction) rather than **business outcomes** executives care about.

This worksheet walks you through a **five-step framework** to change that:

1. Identify a Business Problem
2. Find an Executive Champion
3. Align Learning with Business KPIs
4. Run a Quick-Win Pilot (A/B Test)
5. Market the Results Internally

By the end of this worksheet, you will have:

- A **clear business-aligned learning initiative**
- A **data-backed success story**
- A **repeatable framework to gain executive trust**

Step 1: Identify a Real Business Problem

Objective

Shift the conversation from “We need training” to “We need to solve this business problem.”

Executives prioritize issues tied to:

- Revenue
- Customer experience
- Safety
- Productivity
- Retention
- Operational efficiency

Your job is to find the performance gap driving the request for training.

Action Exercise

Interview stakeholders and ask performance consulting questions instead of immediately designing training.

Key Questions to Ask Leaders

Question	Stakeholder Answer
What business problem are we trying to solve?	
What KPI is currently underperforming?	
What would success look like?	
What is the cost of NOT fixing this?	
What behaviors need to change?	

Ask:

- When exactly are people leaving?
- Is it a confidence issue?
- Is it a tool issue?
- Is it workflow overwhelm?

Problem Definition Template

Business Challenge:

Current KPI Level:

Target KPI Level:

Operational Impact:

(e.g., delayed onboarding, sales inefficiency, safety risk)

Step 2: Identify and Recruit an Executive Champion

Objective

Secure one influential sponsor who believes learning can solve the business problem. Executive buy-in often starts with **a single believer**, not the entire leadership team.

Ideal Champion Profile

Your champion should:

- Own a business KPI
- Have influence across departments
- Be motivated to solve the problem
- Be open to experimentation

Champion Mapping Worksheet

Potential Sponsor	Department	Business Goal	Relationship Strength

Step 3: Translate Learning into Business Metrics

Objective

Speak the language executives understand. Executives care about business metrics, not learning metrics.

Convert Learning Metrics into Business Outcomes

Avoid Saying	Say Instead
Training completion rate	Sales ramp time
Course satisfaction	Customer satisfaction
Number of courses created	Productivity Improvement
Attendance numbers	Reduced error rates

KPI Alignment Worksheet

Business KPI	Current State	Target State	How Learning Impacts It

Example

Business KPI	Current State	Target State	Learning Solution
Sales ramp time	6 months	3 months	Embedded micro-learning

Step 4: Run a Quick-Win Pilot (A/B Test)

Objective

Demonstrate impact quickly using a controlled experiment. Instead of arguing about solutions, test them.

Pilot Strategy

Run a simple A/B test:

Group	Solution	Expected Outcome
Group A	Traditional training	Baseline results
Group B	Short performance support	Improved KPI

Pilot Design Template

Program Name:

Business Problem:

Group A (Control):

Group B (Experiment):

Duration of Test:

KPI Measured:

Success Metrics

Metric	Baseline	Pilot Result
Productivity		
Error rate		
Time to proficiency		

Step 5: Package the Business Story

Objective

Turn your results into an internal success case.

Business Impact Story Framework

Use this format when presenting to executives.

The Problem

Our onboarding process took **6 months to reach proficiency**, causing productivity delays.

The Intervention

We implemented a **performance-based learning approach with embedded support tools**.

The Results

Metric	Before	After
Productivity		
Error rate		
Time to proficiency		

Step 6: Scale Through Champions

Objective

Turn one success story into organizational momentum.

Expansion Plan Worksheet

Department	Similar Problem?	Champion Identified	Next Pilot

Internal Marketing Checklist

- Create a short success case
- Present results in executive language
- Have your champion share the story
- Expand to new departments

Quick Win Starter Opportunities

If you're unsure where to begin, try targeting:

High-measurable areas:

- Sales enablement
- Onboarding
- Customer support
- IT adoption
- Operational workflows

These areas produce fast measurable business impact.

Final Reflection

Use this section to outline your first strategic learning initiative.

Business problem to solve:

Executive champion:

KPI to impact:

Pilot plan:

Expected business result:

Outcome of This Worksheet

After completing this guide, you will have:

- A **business-aligned learning initiative**
- A **clear executive sponsor**
- A **data-backed pilot**
- A **repeatable framework for influence**

This is the path from **order-taker** → **strategic partner** for modern L&D teams.