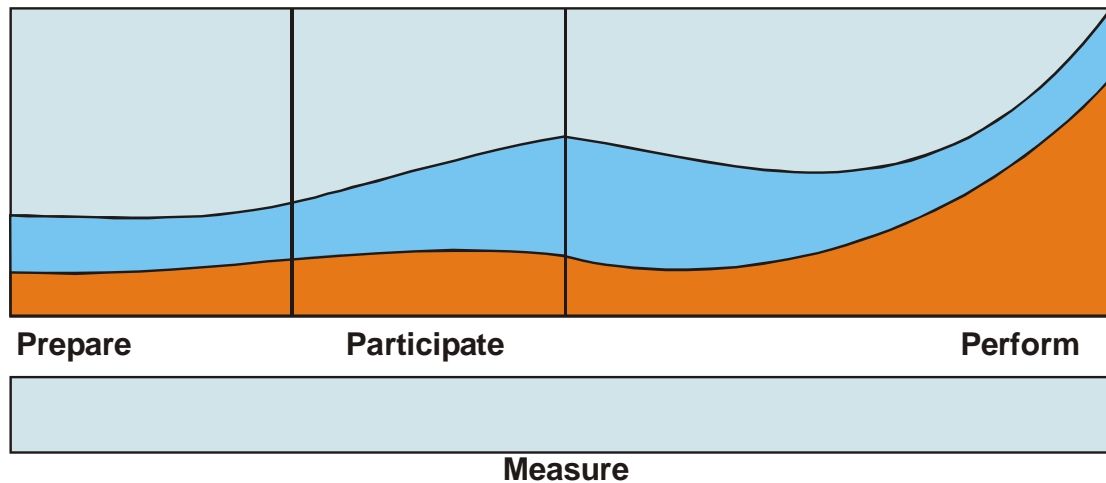


The Empowered Learning Model (ELM)

The ELM occurs in three states : *Prepare*, *Participate*, and *Perform*. The *measure* bar runs along the bottom to provide a place for identifying the key measurement activities in each stage. The generic ELM is shown below



Prepare

- Profiling and self-assessment
- Personal study and prework
- Establishing learning and performance objectives
- Identifying helpful resources and support mechanisms
- Linking course content to organization performance initiatives

Participate

Participation in a workshop or other focused development process can be a tremendous catalyst for change. Such an experience provides.

- Focused concentration and immersion in a learning experience.
 - A shared context among participants that facilitates implementation and performance improvement.
 - The creation of ongoing learning relationships among participants.
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- A safe place to experiment and practice new behaviors.
- Exposure to other perspectives and active dialogue.
- Inspiration, motivation, and vision to change behavior.

Perform

Implementation processes and tools used in this stage of the ELM include.

- The Franklin Planner™
- Personal Coaching™
- Follow-up profiles
- Self-paced learning modules
- Web-based tools
- Renewal workshops
- Online learning networks
- Three-Person Teaching®
- Win-Win Agreements® and the Stewardship Accountability System™
- Project Management
- Mentoring programs

Measure

Organizations invest in learning because it affects performance and bottom-line results. A well-constructed measurement system can greatly enhance performance impact.

Measurement is important for three basic reasons :

- Measurement encourages performance.
 - Measurement helps us validate performance improvement.
 - Measurement helps us identify and adjust specific activities in the ELM where effectiveness can be increased.
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The Franklin Covey Impact Analysis System™ (IAS) provides the tools and techniques for measurement in the ELM. This approach focuses on five measurement levels in three categories as shown below.

	Individual Impact
Level 1 : Reaction	Measurement at this level determines if participants view a workshop experience as relevant and engaging.
Level 2 : Learning	Measurement at this level evaluates a participant's improvement in knowledge, skills, and attributes.
Level 3 : Application	Measurement at this level determines if a participant changes his or her on-the-job behavior.

	Organizational Impact
Level 4 : Organizational Performance	Measurement at this level indicates how changed individual behavior affects key organizational and business results.

	Financial Impact
Level 5 : Return on Investment	Measurement at this level identifies the direct financial impact that occurs as a result of training (for example, increased sales, reduced costs, increased productivity, etc.). These measurements are complementary to, and are a more focused subset of, the broader organizational measurements of Level 4.

The Franklin Covey Impact Analysis System is available in standard and customized formats and fits into the ELM as shown below.

