



# Leadership Development ROI Planning Framework

## A Pre-Approval Discipline Checklist for Senior Decision Makers

Use this framework before approving leadership development investment to ensure you can evidence the Return on Investment (ROI) of leadership development from the outset.

### 1. Strategic Alignment

What strategic priorities must this leadership development support?  
(e.g. growth, margin protection, succession, risk reduction, transformation)

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### 2. Define Observable Leadership Behaviours

Define 3–5 specific, observable behaviours that must improve to support those priorities.  
(Not generic competencies. What must leaders do differently?)

1. 

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2. 

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3. 

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4. 

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5. 

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### 3. Identify Operational Indicators

For each behaviour above, what operational measures will signal improvement?

(e.g. decision turnaround time, escalation frequency, rework rates, regretted attrition, engagement within defined teams)

Behaviour → Operational Indicator

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_

### 4. Establish a Baseline

What is the current state?

- Behavioural baseline established?  Yes  No
- Operational metrics captured?  Yes  No
- Data source agreed?  Yes  No

Current baseline summary:

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### 5. Define the Review Points

When will behavioural change be re-measured?  
(30 / 90 / 180 days or aligned to performance cycles)

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When will operational indicators be reviewed?

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### 6. Agree the Impact Pathway

Can you clearly articulate the chain from development to financial impact?

Leadership Development Training →  
Behavioural Change →  
Operational Improvement →  
Commercial Impact

Write your version of that chain here:

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## 7. Accountability and Review

If the defined leadership behaviours do not shift, what review mechanism have you agreed in advance?

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Who is responsible for reviewing progress and recommending adjustments?

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If operational or financial indicators do not move as expected over time, how will you evaluate whether the issue lies in:

- The clarity of behavioural expectations
- The design of the development approach
- The level of reinforcement and sponsorship
- External factors affecting performance

Outline your review approach:

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If you can complete this framework with clarity, you are far more likely to demonstrate the ROI of leadership development – and be able to treat leadership and development with the same commercial discipline as any other strategic investment.