Measurement ladder

Measure what people did, not what you sent: one indicator for each behaviour, on the highest rung you can reach.

How to fill it in

1. Reached: the message was opened, or said in the briefing.
2. Understood: the employee can say it in their own words.
3. Believed: they see why it matters to them.
4. Acted: the behaviour from tool 1 happened.
5. Measure the highest rung you can reach, even with a small sample: two questions to twenty employees are truer than an open rate for a thousand.

One indicator for each behaviour On the highest rung you can reach

Behaviour	Highest rung we can reach	The indicator	How and when we check
Behaviour 1	□ Reached □ Understood □ Believed □ Acted		
Behaviour 2	□ Reached □ Understood □ Believed □ Acted		
Behaviour 3	□ Reached □ Understood □ Believed □ Acted		

Before you move on

- [ ] Each behaviour has one indicator.
- [ ] The indicator sits on the highest rung you can reach.
- [ ] If a behaviour has no indicator, the behaviour is not clear enough yet.

THE RULE

Opened does not mean read. Read does not mean acted on.

Source: GoldinKollar method: a rule we use, not the result of a study. The 60% open rate in the lesson is an illustration.

Measurement ladder

Worked example

The example is made up, to show a filled template. Replace it with your own.

One indicator for each behaviour

On the highest rung you can reach

Behaviour	Highest rung we can reach	The indicator	How and when we check
Branch managers share the monthly target with their teams in the first week of the month	Acted	Share of branches that held the target conversation in week one	Two questions to twenty reps, every month
Sales reps log every client visit in the system the same day	Acted	Share of visits logged the same day	From the system, every week