

MEASUREMENT

Decision-First Measurement Map

A one-page model for connecting learning metrics to decisions leaders can make.

THE TEST

A metric earns its place when it tells someone whether to keep, change, scale, retire, or investigate the learning.

- What decision will this metric support?
- Is this activity, readiness, transfer, or business evidence?
- Who owns the operating data?
- When will leaders review and act on it?

EVIDENCE SEQUENCE

- 1 Activity**
Confirm reach and completion.
- 2 Readiness**
Check skill before the work creates risk.
- 3 Transfer**
Look for behavior in the workflow.
- 4 Attribution**
Name what learning can credibly claim.
- 5 Decision**
Use the evidence to improve the portfolio.

CASE SIGNALS

3 Transfer signals	637 Modules governed
4 Program iterations	4 Leader audiences

USEFUL SIGNALS

- Readiness
- Transfer
- Quality patterns
- Support tickets

RED FLAGS

- Completion is the only proof
- No owner for data
- No decision cadence
- Overclaimed attribution

WHY IT WORKS

It makes measurement useful by connecting every signal to an operating decision.