



## The Assignment Brief

This Excellence in Practice Award will grant case-studies describing an effective and impactful Leadership and Development Intervention between partner organisations (Company, public sector, charity etc. together with their in-house L&D organisation or with external L&D provider).

This assignment brief describes the different sections the case study should cover. It also gives some indication on the jury appreciation for each part of them.

Please read this “brief” in conjunction with the document “**Guidelines for submission of a case-study**”.

### **Section One - The Challenge**

A description of the business challenge and how it was presented to the corporate L&D organisation and/or potential provider for the first time. The description should include information on:

- How the challenge was initially formulated
- The ownership of the business challenge
- The involvement of other stakeholders and the nature of their involvement (e.g. H.R., H.R.D. R&D etc.)
- Link of the business challenge with corporate strategy
- The desired impact of the L&D initiative

*30% of the marks will be awarded for this section*

### **Section Two – The Commitment**

A description of the “contracting” stage. How was the initial brief translated by all participants into an actionable project? This should include:

- The analysis from the provider & corporate L&D organisation concerning the changes in human behaviour/performance and organisation which would be necessary to achieve the desired impact of the L&D initiative.
- The finalised agreement of all parties concerning the committed deliverables and impact.
- An indication of the agreed financial parameters of the L&D initiative. Please note it is not necessary to quote exact figures. An indication of the cost in relation to the services offered (e.g. it was decided to use an e-learning element in order to save travel and related costs for actual presence tutoring) and any influence which financial considerations had on the design and execution of the L&D initiative is absolutely adequate!
- How the commitment of all stakeholders was guaranteed
- The agreed timeline and major milestones

*15% of the marks will be awarded for this section*



### **Section Three – The L&D Initiative**

This section should describe the design, delivery & evaluation of the L&D initiative. In describing the content and structure of the L&D initiative the following aspects should be covered:

- The learning and/or development objectives
- The learning methods
- The learning environment
- Progress indicators and learning measurement
- How the roles of the corporate L&D organisation and the provider were distributed and how they were kept aligned throughout the L&D initiative.

*15% of the marks will be awarded for this section*

### **Section Four – The Impact**

This section should take the form of an analysis of the impact the L&D initiative had on the people and organisation concerned. It should answer the following questions:

- Which indicators of impact were used by the corporate L&D organisation ?
- What were the actual changes caused by the L&D initiative?
- What was the ultimate impact on the company's business: financially (no need for exact figures!), on its customers or its products and/or services?
- How did the owners and or stakeholders express the perceived impact?

*30% of the marks will be awarded for this section*

The jury appreciates reader friendliness, an interesting overall visual presentation of the paper and the extent to which the guidelines and the structure of the brief are reflected in the submitted case.