

BLUEPRINT 03 · PILLAR 3 OF 4

The **Productivity** Blueprint

From reactive firefighting to performance you can measure and sustain. Productivity improves when onboarding, skills gaps, manager workload, and the wellbeing, engagement, and satisfaction of your people are managed together rather than in isolation.

BUYING TRIGGERS

- Slow ramp and persistent skills gaps
- Managers buried in training admin
- Low engagement or rising burnout
- Falling productivity or satisfaction

WHAT THIS PILLAR COVERS

Onboarding & role readiness

Skills-gap analysis

Manager admin automation

Engagement & wellbeing

Worker satisfaction

THE OUTCOME CHAIN

Define



Map



Activate



Prove



Scale

HOW TO READ THIS BLUEPRINT

Productivity moves through five stages, from a reactive black box to a measurable, sustainable outcome. It isn't only about onboarding: ramp time, skills gaps, the admin load on managers, and the engagement, wellbeing, and satisfaction of your people all shape whether work gets done well. Most organisations recognise themselves at **Stage 3**, the most common entry point, where the commercial opportunity is clear but the measurement isn't there yet. Find the stage that sounds most like you today, then use it as your starting point. Each stage sets out where you are, the moves that take you forward, and the leading and lagging measures that prove it's working.

1

**Productivity
fluctuates**

2

**Training feels
inconsistent**

3

**Accelerate time-
to-performance**

4

**Tracking
readiness**

5

**Sustainable
outcome**

1

PRODUCTIVITY · STAGE 1

Productivity always fluctuates so managers fill in the gaps

"New starters take forever to get going, there are skills gaps everywhere, and my managers spend half their week on training admin. I couldn't tell you what's actually driving performance."

WHERE YOU ARE

Productivity problems show up all over the place: slow ramp for new starters, visible skills gaps, and managers spending their time on training admin and chasing completions instead of coaching. But there's no clear view of what is actually driving or draining performance. The work is happening; the picture isn't.

WHAT YOU DO

- **Map where productivity actually leaks**

For your highest-impact roles, map the real drains on performance: slow onboarding, specific skills gaps, admin load on managers, and early signs of disengagement. Build the picture before you fix anything.

- **Take training admin off your managers**

Automate assignment, reminders, and reporting so managers stop chasing completions and get that time back for coaching. Reducing manager admin is one of the fastest productivity wins available.

- **Define what 'ready' looks like for key roles**

For two or three critical roles, agree the minimum a person needs to know and do to be productive. This becomes the standard that onboarding and skills development work toward.

- **Start listening for the human signals**

Even informally, begin capturing engagement, wellbeing, and satisfaction signals. People who are overloaded, unwell, or disengaged are not productive, however good the training is.

HOW YOU MEASURE IT

LEADING

Manager hours per week spent on training admin (your baseline)

LEADING

% of critical roles with a defined readiness standard

LAGGING

Time-to-productivity variance across new starters

LAGGING

Early attrition and absence as a first read on disengagement

MOVING TO THE NEXT STAGE

You're ready to move to Stage 2 when you can name the main drains on productivity, not just onboarding, and when managers are no longer the engine that runs training admin.

2

PRODUCTIVITY · STAGE 2

We run training but it feels inconsistent

"We deliver a lot of training and onboarding. People seem busy. But I can't see whether skills gaps are closing, whether people are engaged and well, or whether any of it moves performance."

WHERE YOU ARE

Training and onboarding are running, but activity is not the same as visibility. You can't see which skills gaps are closing, how engaged or well your people are, or whether learning connects to performance. Managers still carry admin, and the softer drivers of productivity, wellbeing, engagement, and satisfaction, are still anecdotal.

WHAT YOU DO

- **Build a live skills-gap picture**
For your key roles, map what capability the role needs against what people actually have. A current skills-gap view turns 'we run training' into 'we are closing the gaps that matter'.
- **Make onboarding consistent and automated**
Turn your Stage 1 readiness definitions into a consistent onboarding path, with the admin automated so every new starter gets the same core experience without manager effort.
- **Instrument engagement and wellbeing as productivity signals**
Introduce lightweight pulse checks and workload or wellbeing indicators. Treat these as leading indicators of productivity, not as a separate HR exercise.
- **Connect learning to real performance indicators**
Pick a couple of operational indicators per role and start relating learning and skills data to them, so you can see which activity actually matters.

HOW YOU MEASURE IT

LEADING

% of key roles with a mapped skills-gap profile

LEADING

Engagement and wellbeing pulse participation rate

LAGGING

Skills-gap closure rate over time

LAGGING

Early-tenure retention and its link to engagement scores

MOVING TO THE NEXT STAGE

You're ready to move to Stage 3 when you can show, at least directionally, how skills gaps, engagement, and wellbeing relate to productivity, rather than just reporting training volume.

3

PRODUCTIVITY · STAGE 3 Most common entry point

We are ready to accelerate time-to-performance

"I know faster ramp, closing skills gaps, and keeping people engaged and well all add up to performance. I just don't have a clean way to measure it or prove where to invest."

WHERE YOU ARE

You recognise you are ready for this stage when the Stage 1 and 2 foundations are in place: managers are off training-admin duty, onboarding is consistent, and you have at least a rough picture of skills gaps and engagement. From there, a few prerequisites signal the org is ready to manage productivity as an outcome. Your learning, skills, engagement, and wellbeing data can be pulled into a single view. Your roles are defined well enough that 'full productivity' can be stated in operational terms. And business leaders want the visibility. When those hold, the opportunity is real: slow ramp, open skills gaps, disengagement, and poor wellbeing all carry a measurable productivity and financial cost. The work now is making that measurable.

WHAT YOU DO

- **Bring the drivers into one productivity view**
Connect the things that actually move performance: onboarding and ramp, skills gaps, engagement, wellbeing, and satisfaction. One view stops you optimising onboarding while ignoring the reasons people disengage.
- **Set a time-to-productivity baseline per role**
Establish the current average time from start date to full productivity, and define 'full productivity' operationally: output quality, task completion, or role-specific KPIs.
- **Build dashboards leaders will actually use**
Create a view that shows skills coverage, engagement, wellbeing, and ramp by team, visible to both L&D and business leaders in real time.
- **Find the interventions that move the needle**
Test which levers matter most: specific skills, particular wellbeing or engagement actions, or onboarding changes. Start building evidence for what works.

HOW YOU MEASURE IT

LEADING

Skills-gap closure rate and engagement and wellbeing indices

LEADING

Onboarding completion in first 30 days vs 90-day productivity

LAGGING

Time-to-productivity by role and cohort

LAGGING

Worker satisfaction and eNPS trend

MOVING TO THE NEXT STAGE

You're ready to move to Stage 4 when you have a reliable productivity baseline that spans ramp, skills, engagement, and wellbeing, and you can show that your programme is moving it.

4

PRODUCTIVITY · STAGE 4

We track readiness and have started to see patterns

"We can see how skills, engagement, and wellbeing track against performance. Now I need to prove the return and know where to invest next."

WHERE YOU ARE

The measurement is working. You can see how ramp, skills gaps, engagement, wellbeing, and satisfaction move together and against performance, and you can intervene early. The next step is turning that into commercial evidence and sharper investment decisions.

WHAT YOU DO

- **Prove the ROI across the drivers**

Build the commercial case: faster ramp, closed skills gaps, and higher engagement and wellbeing translating into output, quality, and retention. Put a number your CFO will trust.

- **Reallocate to the highest-value interventions**

Not every programme contributes equally. Use your data to find which skills, wellbeing, engagement, and onboarding investments have the strongest link to performance, and move spend toward them.

- **Bridge productivity into performance and planning**

Connect your driver data to performance management and workforce planning, so ramp time, skills, and wellbeing inform hiring, capacity, and development decisions.

- **Extend beyond onboarding to the whole lifecycle**

Apply the same approach to role changes, promotions, and returning employees. Every transition is a productivity event, and sustained engagement and wellbeing keep people at full performance.

HOW YOU MEASURE IT

LEADING

Predictive link between engagement, wellbeing, and skills scores and 6-month performance

LEADING

Cost of slow ramp and open skills gaps per hire

LAGGING

Output or revenue per employee in high-driver vs low-driver cohorts

LAGGING

Manager time reclaimed and worker satisfaction trend

MOVING TO THE NEXT STAGE

You're ready for Stage 5 when your exec team uses productivity-driver data, spanning skills, engagement, wellbeing, and ramp, in planning, and when these are named metrics in business performance reporting.

Productivity is a measurable, sustainable outcome

"We can show that closing skills gaps and keeping people engaged and well shortens time-to-performance by a specific margin. That conversation opens doors at CFO level."

WHERE YOU ARE

Productivity outcomes are credible, visible, and commercially valued, and they are sustainable, because engagement, wellbeing, and satisfaction are managed as drivers rather than afterthoughts. L&D is no longer a cost centre; it's a productivity driver with a proven ROI the business uses to make decisions.

WHAT YOU DO

- **Integrate productivity data into workforce planning**
Feed ramp, skills, engagement, and wellbeing data into headcount and capacity planning, so productivity is designed in rather than hoped for.
- **Run continuous improvement across the drivers**
Establish a quarterly cycle that reviews onboarding, skills, engagement, and wellbeing together, using cohort data to decide what to change next.
- **Sustain performance through engagement and wellbeing**
Treat worker satisfaction, engagement, and wellbeing as ongoing productivity investments, not annual surveys. Sustained performance depends on sustained conditions.
- **Make the case for the next outcome pillar**
With Productivity proven, use the credibility you've built to open an outcomes conversation in a second pillar, typically Retention or Revenue, where the same infrastructure extends.

HOW YOU MEASURE IT

LEADING

Onboarding NPS and skills coverage across key roles

LEADING

Engagement and wellbeing indices tracked quarterly

LAGGING

Time-to-productivity trend year-on-year by role

LAGGING

Worker satisfaction and eNPS, and leader usage of driver data

MOVING TO THE NEXT STAGE

You've completed the Productivity Blueprint. You have a proven, sustainable methodology and credible data. The natural next step is extending the outcomes model to an adjacent pillar, and building the intelligence layer that makes productivity monitoring continuous.