

Leadership program client report

Completed fictional example · Aggregate employer-sponsor view

Decision: continue with targeted follow-up

Synthetic teaching example, not a Sopact customer result. Client A · 20 enrolled leaders. Baseline: March 2, 2026. Program end: April 13. Follow-up: June 12, 60 days later. Report version 1; evidence cutoff June 12.

The available delegation ratings support continued practice and a focused review of gaps. They do not support a claim that all 20 leaders improved or that the program caused the changes.

Delegation measure	Result at cutoff
Matched comparison coverage	14 of 20 enrolled leaders (70%)
Manager rating increased	12 of the 14 matched leaders
Manager rating unchanged	1 of the 14 matched leaders
Manager rating decreased	1 of the 14 matched leaders
Outside this comparison	6 of 20; reasons below

Comparison rule: each included leader has numeric baseline and follow-up ratings for both self and the same manager, on the same measure version and 1–5 scale. Manager change is calculated within that common sample. Self ratings remain a separate perspective.

A higher manager rating is an observed rating change, not a validated threshold for meaningful improvement. No business-performance or financial benefit is calculated.

Coverage, limitations and next actions

Why a leader is outside this comparison	Count
Missing manager follow-up	2
Manager could not observe enough	1
Manager reports no relevant opportunity	1
Manager changed between periods	1
Self reports no relevant opportunity	1

These six categories are mutually exclusive in this fictional dataset. In a real program, define a rule for overlapping reasons. No opportunity, missing evidence and declining performance require different responses.

Proposed action	Owner / review point
Request outstanding permitted follow-ups	Program coordinator / next reporting review
Arrange suitable practice where opportunity was absent	Participant and manager / next relevant task
Review unchanged or lower ratings in a private debrief	Assigned coach / next agreed session
Check comparability after a manager change	Evaluation lead / before any revised comparison

Limits: small cohort; incomplete evidence; selected matched sample; no comparison group; no causal attribution. An employer report does not include private coaching notes, individual rankings or another client's records. This example's aggregates still require a context-specific disclosure review before use with real people.

Report version 2 illustration: one late, valid manager delegation response raises matched coverage to 15/20 (75%). Within that revised sample, 13 manager ratings increased, one was unchanged and one decreased. Keep version 1 unchanged and explain the revision. The late delegation response does not change the feedback-behavior sample.

Method and reusable blank: <https://www.sopact.com/academy/govern-training-reporting>