Mind map

Writing a training proposal the board approves

Why proposals stall

- Open with a name and generic goals
- Compete with other expenses
- Never state the problem solved

Problem and hypothesis

- Open with the underperforming metric
- Show where the investigation came from
- One-sentence hypothesis with a deadline

Measurement and investment

- Baseline up to 7 days before
- Reapply within 15 days after
- Business metric at 60 to 90 days
- Full cost, including team hours

Proposal that gets approved

Compare and defend

- The cost of doing nothing
- 54% of leader T&D is behavioral
- 67% struggle to find qualified candidates

What to cut

- Detailed syllabus goes to an appendix
- Instructor résumé goes there too
- Adjectives that hurt credibility
- Promises without a date

Final test

- Someone outside HR reads it
- Grasps the problem in one sentence
- Knows how results will be measured

Action plan

1. Open the proposal with the metric that's underperforming
2. Write the hypothesis in one sentence, with a deadline
3. Include the measurement plan with dates
4. Show the full investment and the cost of inaction
5. Ask someone outside HR to read it

Key takeaway

> Boards approve a clear problem, a dated hypothesis and defined measurement, not syllabi or adjectives.

Author: **Vagner Soares**
Graphic art: **Yago Soares**
vagnersoares.com.br