

From Activity to Impact

Improving Decision Quality
for HR and Volunteer Leaders

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Presented by



Joe Rotella SHRM-SCP, SPHR, CPBA
Chief Value Officer



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Cloud-based Performance Management

HR Leaders
Make
Decisions
Constantly

- Initiatives
- Programs
- Partnerships
- Events
- Strategic priorities

**But time, energy, and
resources are limited.**

The
Activity Trap

Activity feels
productive.

But activity alone
does not guarantee
impact.

Activity vs
Outcomes vs
Impact

Activity → What we did

Outcome → What
happened

Impact → Why it mattered

Why Leaders Stay in the Activity Trap

Three common decision traps:

- Activity bias
- Ego investment
- Sunk costs

Vanity Metrics vs Sanity Metrics

Vanity Metrics

- Look impressive
- Easy to collect
- Often misleading

Sanity Metrics

- Measure real progress
- Align with mission
- Inform decisions

Start With Impact

Before launching an
initiative, ask:

*What impact are we
trying to achieve?*

Translate Impact Into Goals

Impact becomes clearer when we define:

- Metrics
- Milestones

Leadership
Doesn't Stop
After Launch

Many leaders believe their
job ends after the initiative
begins.

But that's when leadership
matters most.

Coaching
Keeps
Initiatives on
Track

Leaders guide execution
through coaching.
Not just planning.

The four dimensions of coaching*

1. Providing direction
2. Improving performance
3. Opening up possibilities
4. Resource for removing obstacles

* [Alyce Johnson](#),
Senior Advisor to the VP of HR
at Massachusetts Institute of Technology

Coaching During Execution

- Maintain focus
- Support improvement
- Encourage problem-solving
- Remove barriers

After Execution
Comes
Evaluation

Once an initiative is
complete:

What did we learn?

A Simple Tool: Scorecards

Scorecards help leaders
evaluate initiatives
objectively.

Define the Criteria Before the Initiative Begins

Criteria may include:

- Alignment with mission
- Member value
- Financial performance
- Strategic goals
- Stakeholder impact

HRACO Business Partnership Goals/Scorecard

HRACO *(Organization Perspective)*

Eval	Category	Goals
	Educate	
	Inspire HR Excellence	
	Serve Members	
	Revenue ROI	
	Increase Membership	
	Increase Brand Awareness	
	Promote DE&I	
	Engage Students	
	Impact Policy	
	Community Outreach	
	Pro Dev	

HR Pros, SBOs & Mgrs in Central OH

Eval	Category	Goals
	Learn	
	Network	
	Get CEUs	
	ROI	
	Met Expectations	

Business Partner *(Assumptions)*

Eval	Category	Goals
	Increase Brand Awareness	
	Revenue ROI	

Other Stakeholders *(Assumptions)*

Eval	Category	Goals
	<i>Venue:</i> Generate Revenue	
	<i>Venue:</i> Increase Brand Awareness	

HRACO *(Organization Perspective)*

Eval	Goal	Measure
	Educate	
	Inspire HR Excellence	<ul style="list-style-type: none"> Curated conversation starters sparked discussion around DE&I topics
	Serve Members	<ul style="list-style-type: none"> 3 Members attended at no cost
	Revenue ROI	<ul style="list-style-type: none"> Hard costs: \$0 Soft costs (i.e., Time): Invites, Planning (?? Hours * \$50/Hour=??) Revenue: \$0 Profit: \$0
	Increase Membership	<ul style="list-style-type: none"> 8 Prospective members attended 1 Prospective sponsor (IT company) 0 Joined
	Increase Brand Awareness	<ul style="list-style-type: none"> Maven has 14K followers on LinkedIn – 1 post (tagged #HRACO) 3 New contacts (Maven invitees)
	Promote DE&I	<ul style="list-style-type: none"> Overall goal of event
	Engage Students	
	Impact Policy	
	Community Outreach	
	Pro Dev	<ul style="list-style-type: none"> Not pre-approved. No “<i>proof of attendance</i>” provided. Possibly eligible.

HR Pros, SBOs & Mgrs in Central OH

Eval	Goal	Measure
	Learn	<ul style="list-style-type: none"> Curated conversation starters sparked discussion around DE&I topics
	Network	<ul style="list-style-type: none"> 24 Attendees could interact with <ul style="list-style-type: none"> 9 HR Professionals 6 DE&I Speakers 4 HRACO Board Members 1 IT Professional 4 Sponsor representatives Private upscale venue, great food, fun
	Get CEUs	<ul style="list-style-type: none"> Not pre-approved. No “<i>proof of attendance</i>” provided. Possibly eligible.
	ROI	<ul style="list-style-type: none"> No cost
	Met Expectations	

Business Partner *(Assumptions)*

Eval	Goal	Measure
	Increase Brand Awareness	<ul style="list-style-type: none"> 20 New contacts; very warm intro HRACO has 3K followers on LinkedIn – 1 post & 1 event (no mention of sponsors – only paid sponsors) 5 Email blasts, ≈2,700 reach, 29% open rate (Maven not mentioned – only paid sponsors) Web presence, ≈450 views/week (Maven not listed – only paid sponsors) Maven Exhibitor at conference. About 180 Attendees (Maven not listed as an Exhibitor in <i>Conference Program</i>)
	Revenue ROI	<ul style="list-style-type: none"> Hard costs: ≈\$6K (to venue) Soft costs (i.e., Time): logistics, invites,...

Other Stakeholders *(Assumptions)*

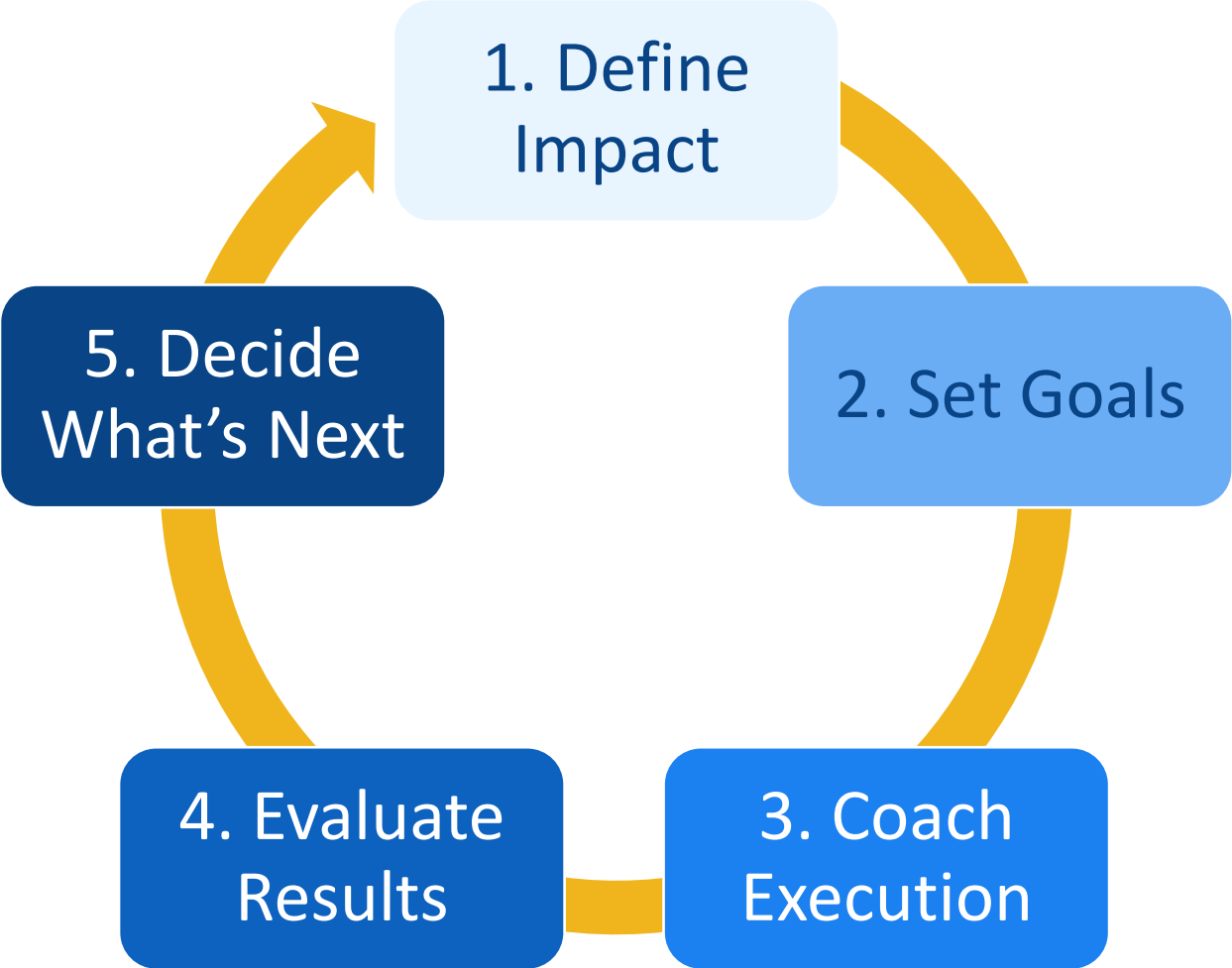
Eval	Goal	Measure
	Venue: Generate Revenue	<ul style="list-style-type: none">• Estimated \$6,000 total spend
	Venue: Increase Brand Awareness	<ul style="list-style-type: none">• 24 Attendees introduced to the space & food

What Scorecards Reveal

Scorecards help leaders decide:

- Continue
- Improve
- Expand
- Stop

The Leadership Decision Loop



Three Questions Leaders Should Ask

Before launching something new:

1. What impact are we trying to create?
2. How will we measure success?
3. How will we evaluate the results?

Key Takeaways

Impact requires intention.

Good leaders:

- Define success clearly
- Coach during execution
- Evaluate outcomes honestly

Final Thought

Activity is easy to measure.
Impact requires leadership.

Q&A



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Additional Ways to Learn

If you want to see how some of this can be done in practice, check out our past webinars.

Watch Recorded Webinars & Videos at

miviva.com/watch



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Joe Rotella, SHRM-SCP, SPHR, CPBA

- SHRM top-rated speaker
- Contributor to the SHRM Learning System
- Co-creator of [miviva](#) – the continuous performance management solution
 - Co-inventor of 2 pending patents on the use of AI for performance management
- Chief Value Officer
Delphia Consulting

Joe@miviva.com

JoeRotellaSpeaks.com

linkedin.com/in/jrotella

614.754.4326

