Driven Decisions.

Enterprise rigour

minus the enterprise.

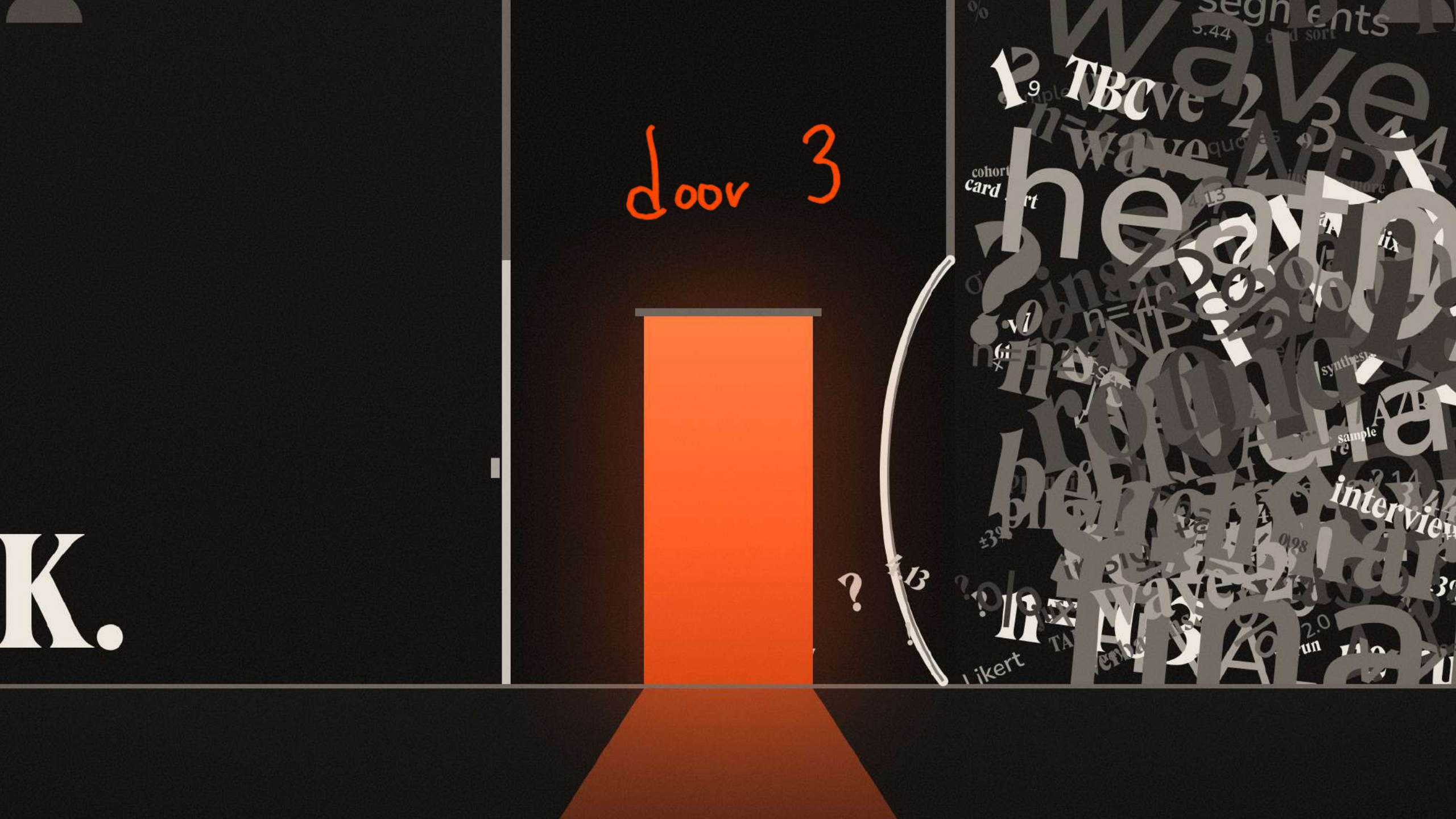
SUZANNE MOUTON // LIQUID BOLD

door 1

K.

door 2



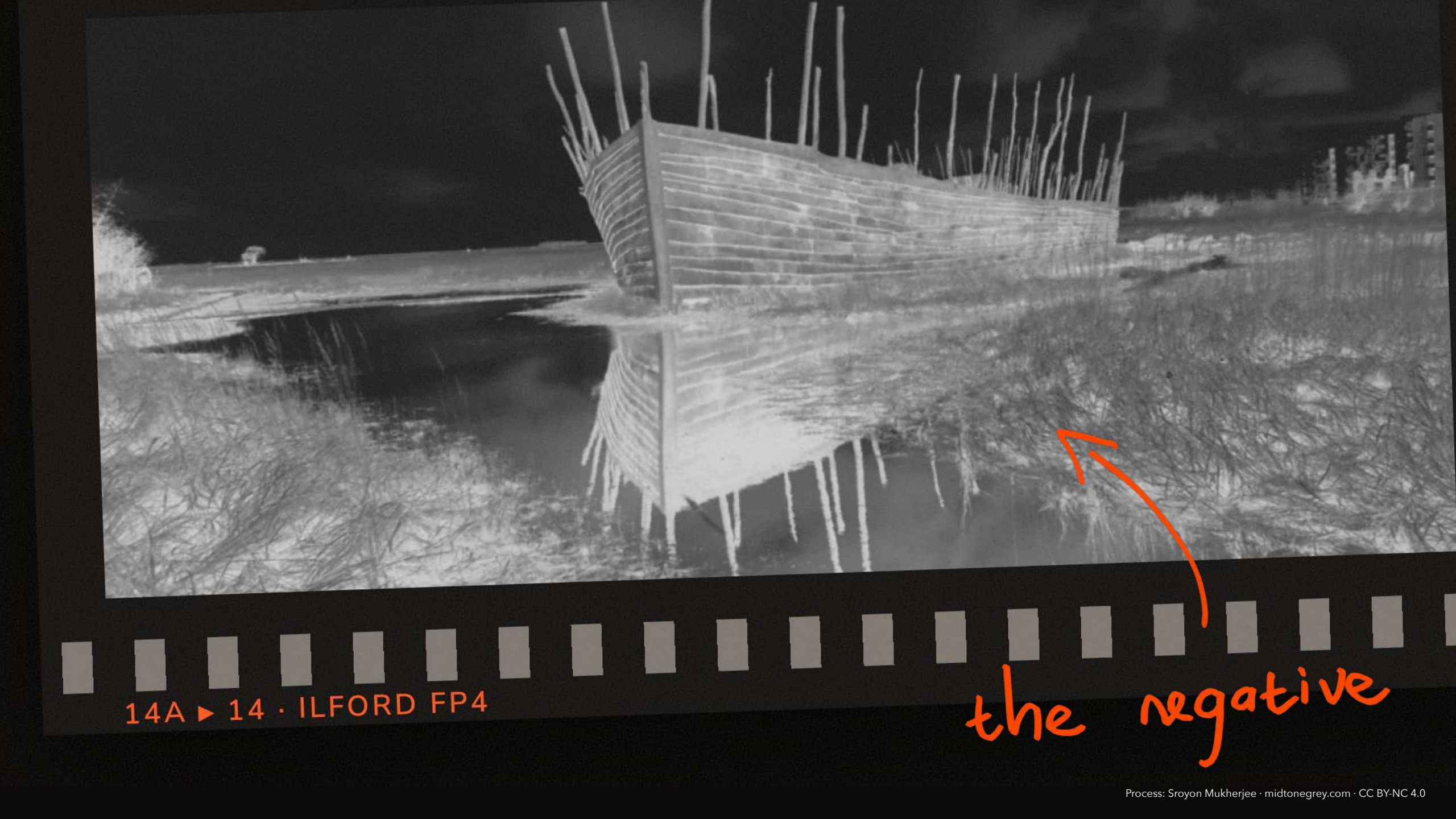

Door 3
K.
segments
TBCve
wave
heatmap
cohort
Card
Likert
interview
sample

Listen for that satisfying click.

— Erika Hall, *Just Enough Research*.


PRAKTICA
MTL3
MULTI COATING
PENTACON
AUTO 1:1.8/50
10 13 20 40
22 16 8 4
22 16 11 8 5.6 4 2.8





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sanitised-client-example.com/leadership.roi

LEADERSHIP ROI BENCHMARK

Is your leadership programme converting activity into **enterprise value?**

Organisations are investing in women's leadership development. Few see the return they expect.

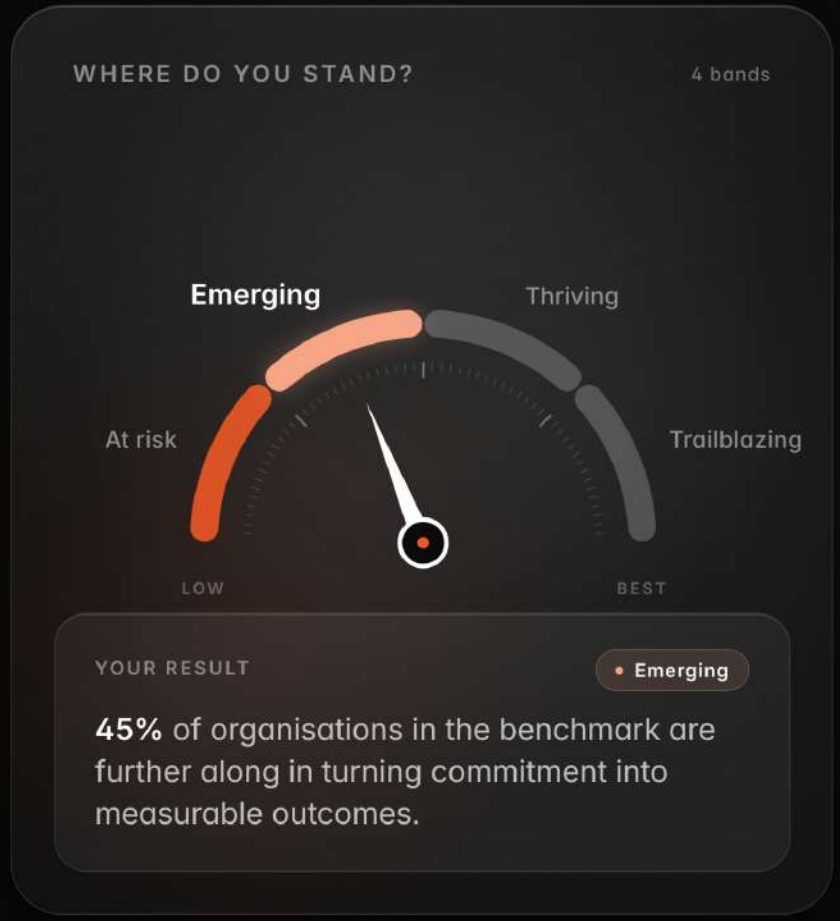
Get a **clear picture of where you stand**, and what to do next.

5 min assessment

100+ organisations benchmarked

START BENCHMARK →

LEARN MORE



SET 1



Leading

Thriving

Gaining momentum

Capability at risk

SET 2

Thriving

Leading

Progressing

Emerging



From stuck to confident decision

1

DIG UP YOUR EXISTING RESEARCH

Gather the richest study you've already run, open text and all.

2

BUILD THE PERSONAS

Turn each real respondent into a grounded stand-in.

3

CHECK THE PERSONAS HOLD UP

Run some checks before you trust a word they say.

4

PUT A DECISION TO THEM

Structure it like a test, not a preference poll. Let the scores (and their reasons) point to the way forward.

DIG UP YOUR EXISTING RESEARCH

The richer, the better.

1

DEMOGRAPHIC

Industry	Organisation size	Seniority
	5,000 or more	

BEHAVIOURAL

Programmes running today	What made a real difference	Hands-on in shaping
	Line manager training	

PSYCHOGRAPHIC

Biggest barriers	Reasons to switch	Confidence in their culture
	Clear evidence of ROI	

BUILD THE PERSONAS

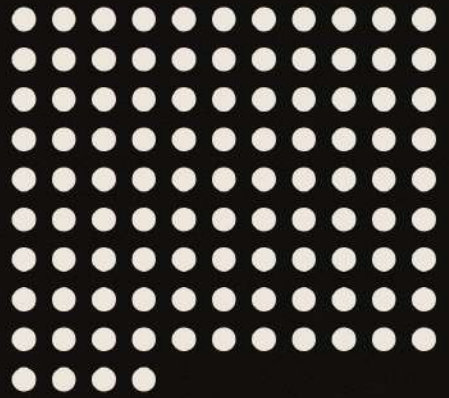
One real person = 1 persona

2

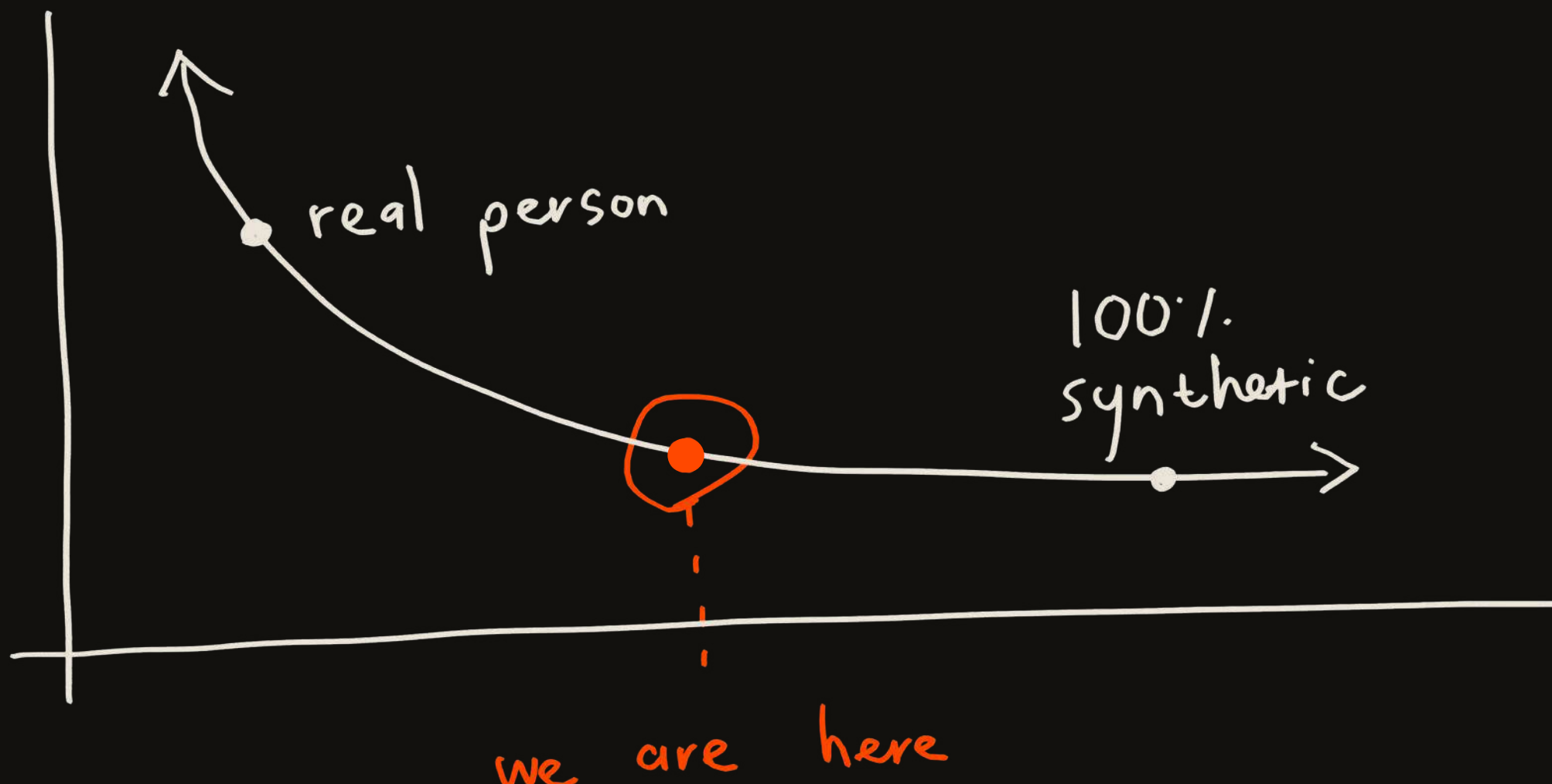
103 real respondents



103 personas,
one per person



* Identifiable information removed


real person
100%
synthetic
we are here

CHECK THE PERSONAS HOLD UP

Fluent + confident ≠ Right.

3

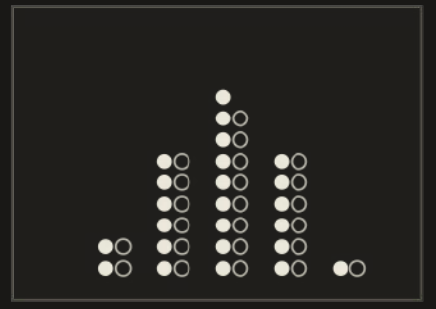
A



True to the data

Did each persona stay faithful to its real person?

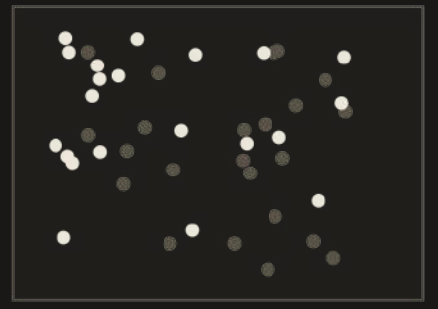
B



Matches real people

Asked a survey question again, do they answer the same way?

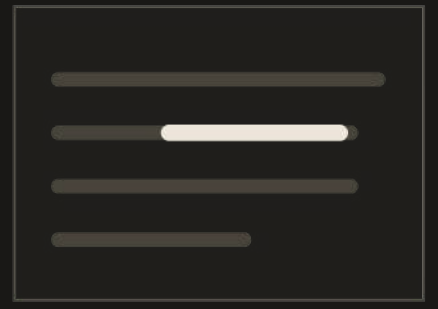
C



Still different

Do 103 personas sound like 103 people?

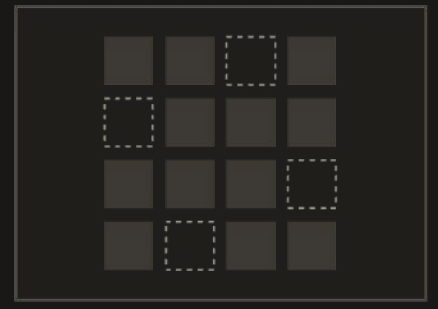
D



Nothing made up

Did they invent any facts?

E



Hide, then predict

Can they predict an answer we held back?

CHECK A › TRUE TO THE DATA

5 of 8 sampled personas stayed true to the data. 3 drifted slightly, but none badly.

WHO	REAL ANSWERS		PERSONA SAYS · SYNTHETIC	VERDICT
Public sector · 500–999	Morale · not energised Progression · few women moving up Barrier · male dominant	—	"Early days. Male dominant environment, lack of respect."	FAITHFUL
Manufacturing / Energy · 5,000+	Morale · mixed Retention · women leaving Barrier · pay disparity	—	"Women do feel heard, but pay disparity is still there and we're seeing women leave."	FAITHFUL
Financial services · 500–999	Morale · some teams thriving, others less so	— —	"We're in reasonable shape."	MINOR DRIFT

Coverage: 8 personas, picked at random.

CHECK B › MATCHES REAL PEOPLE

Asked a real survey question in a new way, the personas agreed with their real person 7 times out of 8.

THE REWORDED QUESTION

"Your CEO will fund ONE initiative for women's progression. Which?"

WHO	REAL PERSON CHOSE		PERSONA CHOSE · SYNTHETIC	VERDICT
Manufacturing / Energy · 5,000+	Senior leadership buy-in	—	Senior leadership buy-in	MATCH
Transport / Logistics · 500–999	More women in leadership	—	More women in leadership *"We need more females in leadership, simple as that."* *SYNTHETIC*	MATCH
Financial services · 1,000–4,999	Shift in culture	×	Line manager training	MISS

Coverage: 4 personas (8 answers).

CHECK C › STILL DIFFERENT

The personas say different things, but they still sound similar-ish.

Public sector · 500–999 **SYNTHETIC**

"Early days. Male dominant environment, lack of respect."

Telecoms · 5,000+ **SYNTHETIC**

"Female development is a real lever for us commercially."

Healthcare · 5,000+ **SYNTHETIC**

"Burnout is the frustrating part, especially for senior women."

Energy · 5,000+ **SYNTHETIC**

"Early days. Male dominated industry… Budget is the issue."

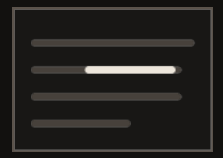
Real people's word choices vary about 3× more than the personas' (rough comparison).

Coverage: All 103 for the word-overlap measure; 10 shown side by side.

CHECK D › NOTHING MADE UP

5 invented details were found across the 25 personas that were checked. Each was corrected.

WHAT THE SURVEY SAYS	PERSONA FIRST WROTE	→	FIXED TO	VERDICT
The survey says 'education', never 'school'.	~~"in a school setting"~~	→	"in our setting"	FIXED
No sponsorship data exists in the survey	~~"linking our sponsorship data"~~	→	"our gender data and sponsorship work"	FIXED
Turned something that *worked* into something stalled	~~"D&I training … budget and buy-in hold it up"~~	→	"D&I training has helped most"	FIXED

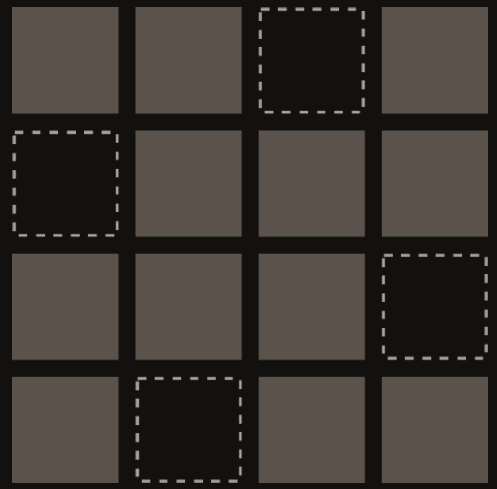


0 invented numbers across all 103 personas.

Coverage: 25 audited in full, plus an automated scan of all 103 for invented numbers only.

CHECK E › HIDE, THEN PREDICT

With answers held back, the personas predicted 3 of 4 self-ratings but missed the outlier.



Visible: who they are; their programmes

Hidden: how they rate themselves; their barriers

WHO	REAL SELF-RATING	PREDICTED	VERDICT
Manufacturing · 1,000–4,999	At risk	Emerging	MISS
Financial services · 1,000–4,999	Thriving	Thriving	MATCH
Healthcare · 5,000+	Emerging	Emerging	MATCH
Media · 5,000+	Emerging	Emerging	MATCH

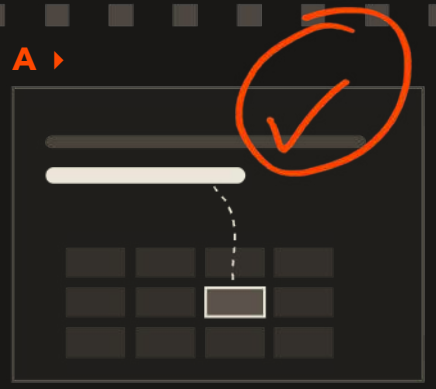
Coverage: 4 respondents, rebuilt from partial data.

CHECK THE PERSONAS HOLD UP

3/5 isn’t perfect, but it’s better

3

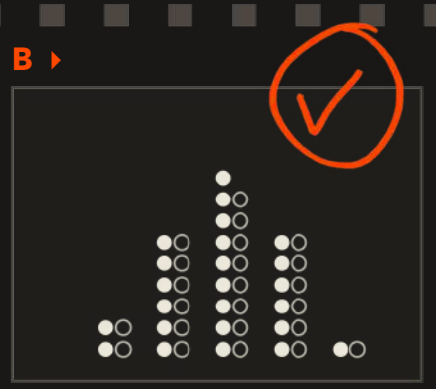
A



True to the data

5 of 8 faithful · 3 minor drift

B



Matches real people

7 of 8 answers agree

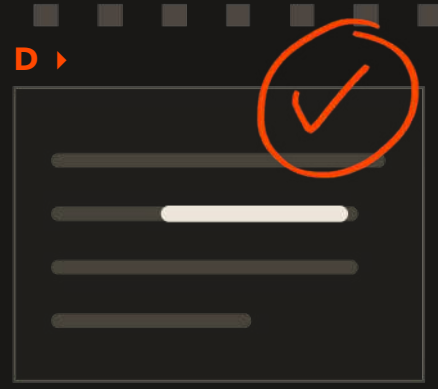
C



Still different

Different in substance

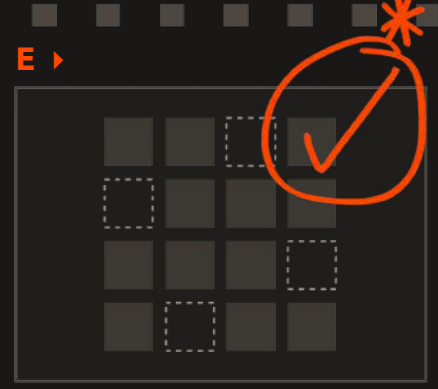
D



Nothing made up

5 invented phrases found and fixed

E



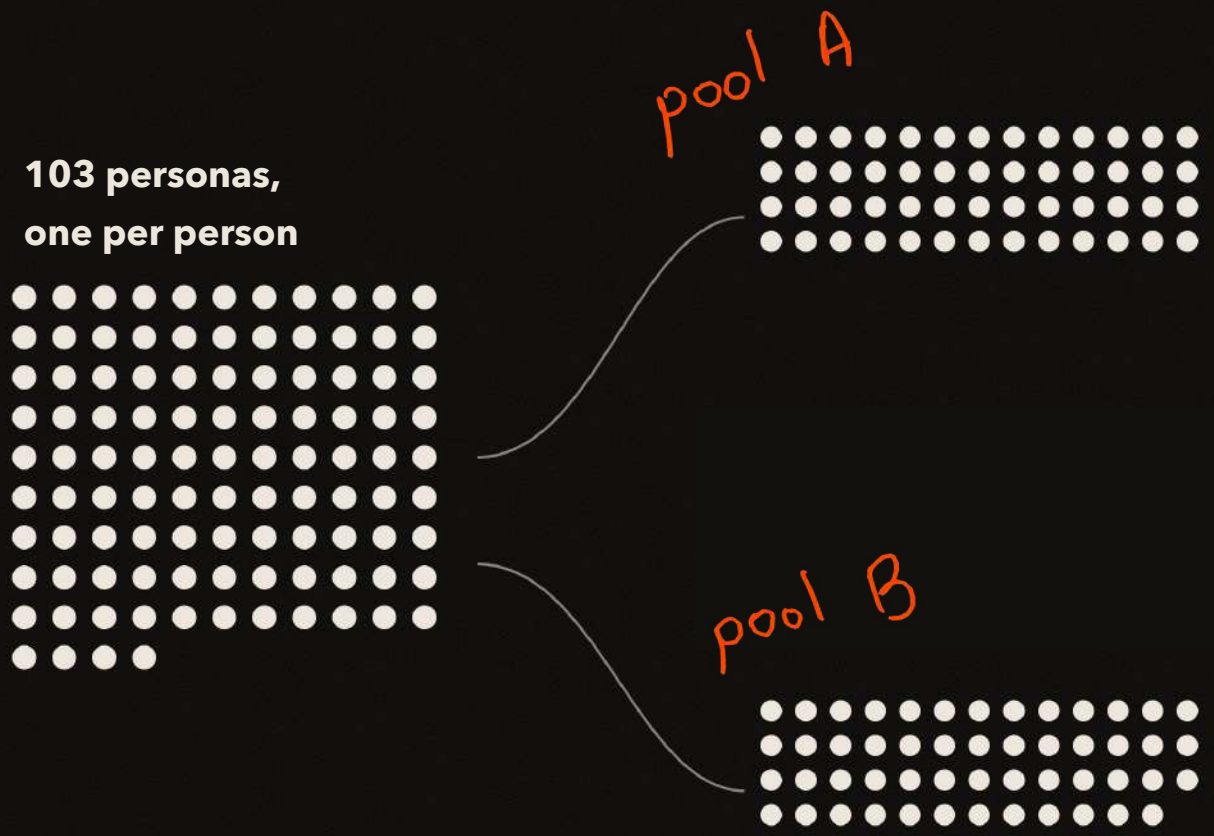
Hide, then predict

3 of 4 predicted

PUT A DECISION TO THEM

Structure it like a test

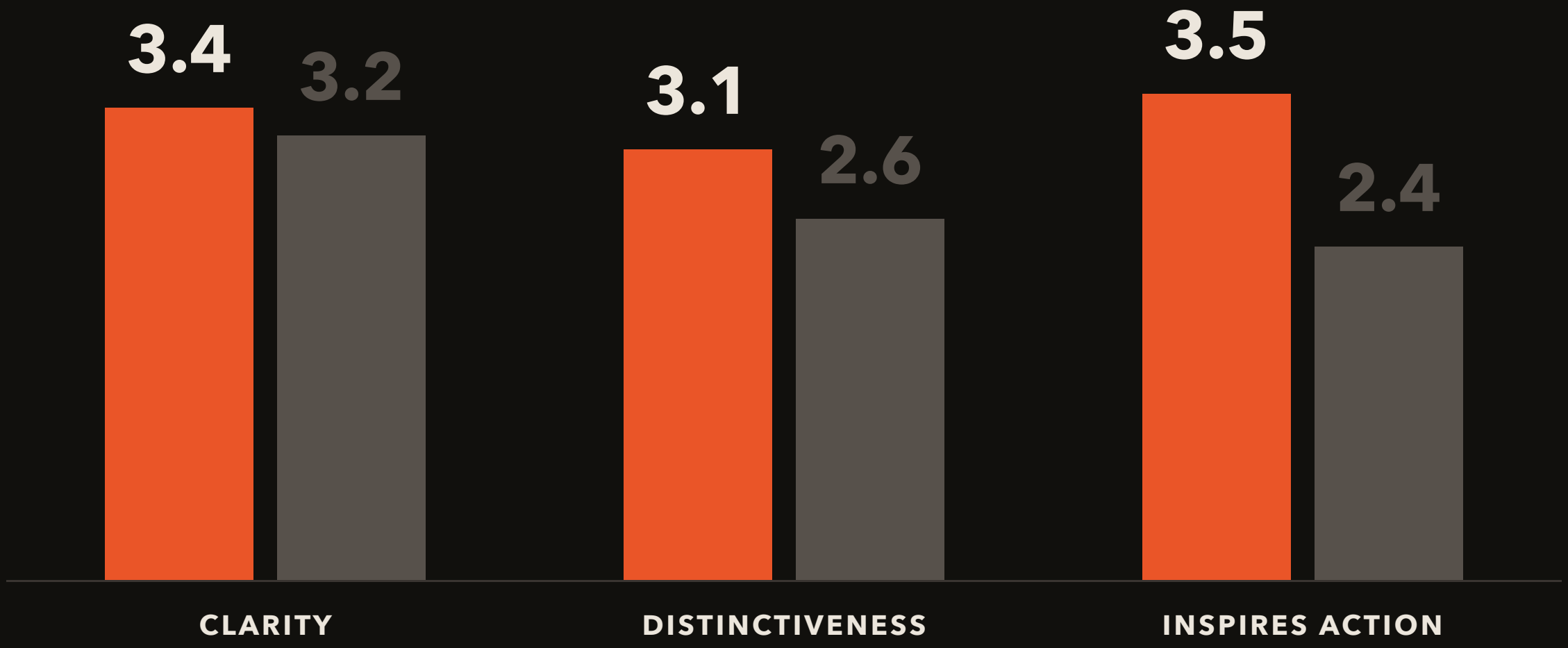
4



CLARITY
Are they easy to understand?

DISTINCTIVENESS
Can the bands be told apart?

INSPIRES ACTION
Do they motivate change?


3.4
3.2
3.1
2.6
3.5
2.4
CLARITY
DISTINCTIVENESS
INSPIRES ACTION
Set A
Set B
Average rating, out of 5

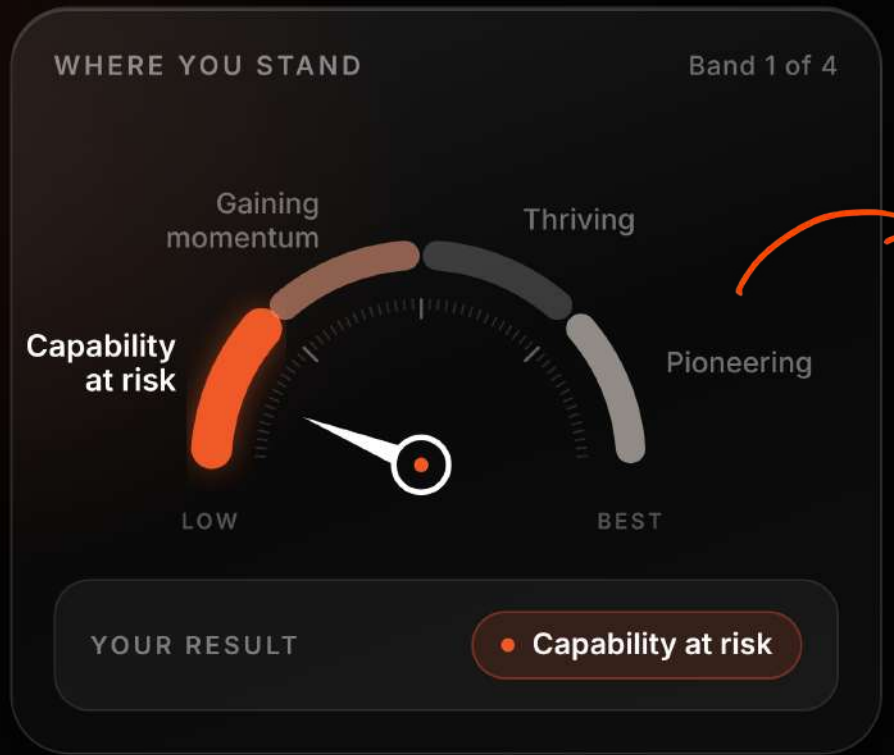
Your Leadership ROI Benchmark result: Capability at risk

Inbox

Leadership ROI Benchmark 09:12
to me

Hi Alex,

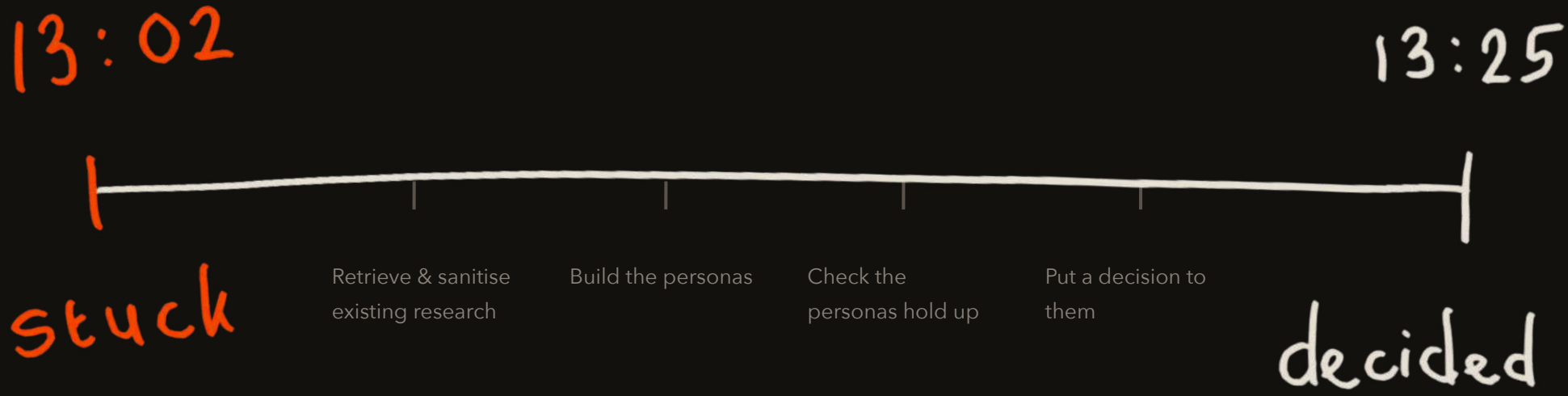
Thanks for completing the benchmark. Your organisation sits in the **Capability at risk** band.



new!

THE CLIENT

Great we have the data to support the choice
Clear direction
Pioneering 👍 13:25



Claude

+ New chat

XLSX Survey data Aug 2025 — No PII.xlsx
103 rows · 37 columns

Help me run a quick test. I want to understand which set of band names for the [redacted] (a) makes the most sense to HR leaders, (b) is distinctive across the 4 categories, and (c) spurs them into action.

Use the survey data in the attached spreadsheet to create a test pool of 103 HR leaders. Use what we know about them (company size, industry, responsibilities, type of workforce) and their answers, especially the open text, to flesh out each persona. **Ground the personas only in what the survey contains**: no invented company names, statistics or programme names.

Generate the personas in separate batches of 10, each seeing only its own respondents' data. In my first run, all 103 came back sounding the same because they were generated together.

Before the naming test, **run five validation checks and show me the results**: (1) True to the data: compare personas against their real respondents. (2) Matches real people: ask a question from the original survey, reworded so it tests understanding, not memory. (3) Still different: compare answers to the same question across industries, sizes and maturity levels. (4) Nothing made up: scan for invented facts and remove them. (5) Hide, then predict: build a persona from part of the data and predict an answer we held back.

Then give each persona **a short survey that sets the scene**: "Imagine you're thinking about ways to improve the leadership development pipeline for your organisation, and you come across a B2B SaaS provider that offers a benchmark tool... After ~12 questions, the tool gives you a score and places you into a band..."

Split the pool 50/50 between two band sets. First, show only the four names in random order and ask each persona to order them from lowest to highest. Then show the band descriptions and ask them to rate the set on understandability, distinctiveness and actionability (1–5), with an open text on why. **Don't reuse band language the respondents saw in the original survey**; use a neutral maturity signal instead.

Set 1: Capability at risk → Gaining momentum → Thriving → Leading · Set 2: Emerging → Progressing → Leading → Thriving [4 band descriptions]

Analyse which set performed better on each dimension, and use the free text to suggest the best naming.

Ask me any questions before you start.

~12 min !!

Reply to Claude...





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3 things to take back to your team

1. You can go **from hunch to real evidence fast**, by stretching research you already have.
2. **Synthetic data and testing needs to earn its place.** There needs to be a real person underneath.
3. You have **permission to break a stuck decision** without waiting for perfect.