

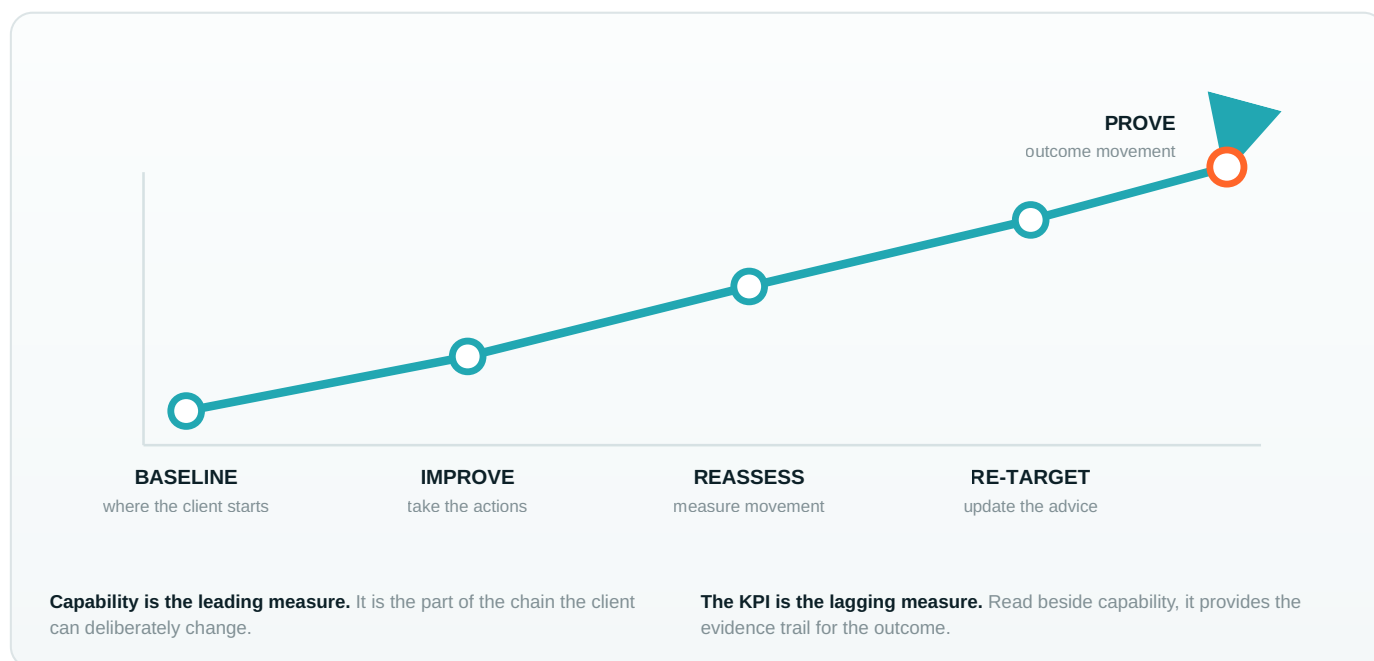


Outcome Pathways

Baselines, reassessment and the evidence that the work moved something

An assessment is a moment.
A pathway is an engagement.

If consulting work is intended to change an outcome, the capabilities that drive that outcome need to move. Outcome Pathways connect the capability a consultancy is changing to the outcome the client is buying. TheAX fixes the baseline, tracks capability and client KPIs over time, and updates the advice as the position changes.



CAUSAL

Capability drives the outcome

The pathway starts with the capability the consultancy believes must change.

MAPPED

Your model connects the two

The Product Book already holds the capability-to-outcome and KPI relationships.

MEASURED

Two measures, one timeline

Capability and client KPIs move on their own cadences but stay connected.

ADAPTIVE

The advice changes as they move

Each re-read updates the position and re-targets what the client should do next.

01 · THE PROBLEM IT SOLVES

Activity is not outcome

Status reports show completed work. They do not show whether the capability or result the client bought has changed.

No comparable start point

Without a fixed baseline on a fixed scale, improvement becomes an opinion argued after the work has happened.

The value dies with the report

The engagement ends, the evidence disperses, and the next conversation starts from scratch.

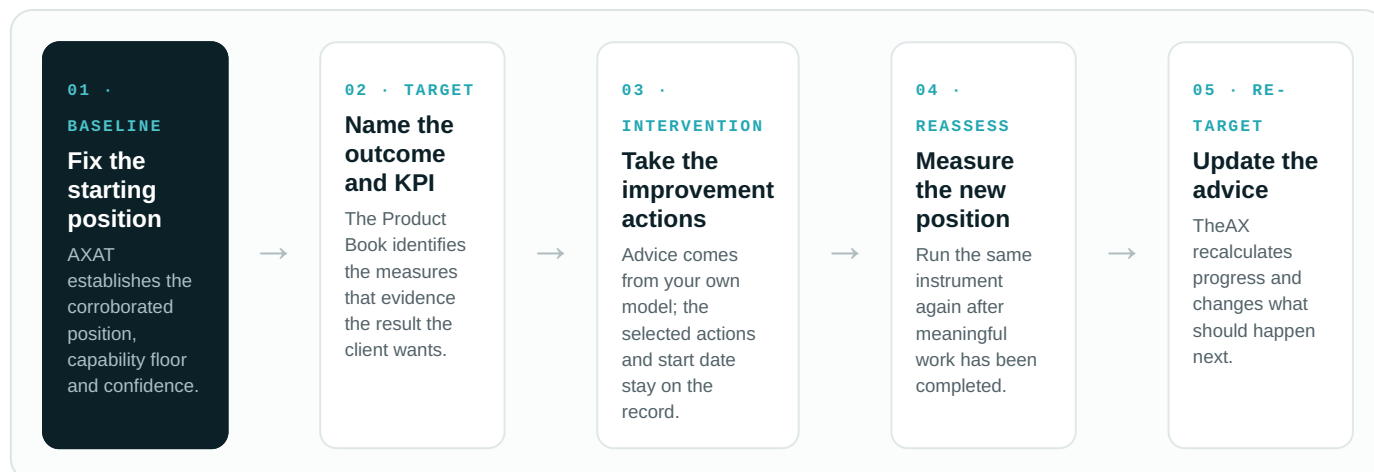
“The programme cost £400k. Which number moved because of it?”

If the honest answer is a narrative rather than a figure, the fee is exposed at renewal. Outcomes are lagging measures; capability is the leading one, and the part of the chain the client can deliberately improve. **External factors can move an outcome too**, which is why the two must be read together rather than one inferred from the other.

02 · HOW AN OUTCOME PATHWAY RUNS

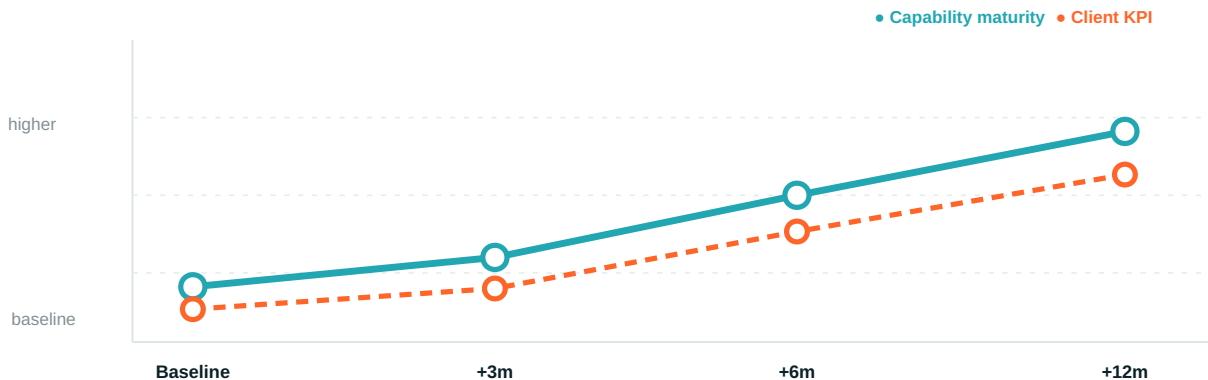
A baseline becomes a live client pathway.

Outcome Pathways turn an AXAT baseline into an ongoing engagement. They reuse the Product Book and assessment already in place, connect the capabilities being improved to the outcomes and KPIs they influence, and keep every reassessment on the same scale.



Two measures. One timeline.

ILLUSTRATIVE VALUES



Capability and KPIs do not share the same unit. They share a timeline and a pre-agreed relationship. That is what makes movement interpretable without pretending correlation proves causation.

The two cadences are independent. Reassess capability when enough work has been done to expect meaningful movement; collect KPIs as often as the client already reports them. Both remain anchored to the same baseline.

The instrument stays fixed.

Reassessment uses the same model, questions and corroboration rules. **If the instrument changes, movement in the score becomes ambiguous.** The pathway is evidence because the measurement stays stable while the client changes.

03 · WHAT IT PROVES

Capability moved. The outcome moved. Both are on the record.

Either measure on its own can be argued with. Read together, against a baseline agreed before the intervention and a relationship defined in the Product Book, they create a much stronger evidence trail for attribution.

ILLUSTRATIVE RE-READ

BASELINE

L1.7

corroborated position

LATEST

L2.4

corroborated position

CONFIDENCE

84%

in the latest reading

KPIS ON TARGET

2 / 4

client outcome measures

+0.7 capability movement from baseline

The value is not the score alone. It is the comparable start point, the subsequent reading, the confidence behind it and the client measures sitting beside it.

Win the business

An evidenced baseline means the first thing a prospect buys can be insight rather than a promise.

Defend the fee

The client sees movement against the baseline rather than another list of completed workstreams.

Earn the follow-on

A re-read against the original position is a stronger case for the next intervention than a testimonial.

The advice does not stay static.

Assess



Advise



Act



Reassess



Re-target

A pathway is not a plan being followed regardless of what happens. Each re-read updates the client's position so the next advice is aimed at where they are now.

It compounds across the base

Every pathway produces comparable before-and-after data on a structured model, so the firm builds benchmarks for which interventions move which capabilities.

Attribution, not assertion

The relationship between capability and KPI was agreed before the work started. That is a weaker claim than proof and a far stronger one than a testimonial.

The record survives the team

Baseline, readings, actions and outcomes sit on the client record rather than in the heads of the people who ran the engagement.

Once you can evidence an outcome, you can price one.

Outcome-led fees are not primarily a pricing decision; they depend on measurement. A firm can only price against movement if it can demonstrate movement on a scale the client accepted in advance. **Outcome Pathways are what make that possible.**

04 · WHAT IT ASKS OF YOU

Two decisions at the start. Very little after that.

DECISION 01

Agree the KPIs up front

Name, own and baseline the measures that will evidence the client outcome before the work starts. The conversation forces clarity on what success actually means.

DECISION 02

Fix the reassessment cadence

Agree when capability will be re-read and write it into the engagement. Reassessment uses the same automated collection and roughly the same consultant review effort as the original assessment.

TheAX keeps the rest connected.

Baseline



Readings



KPIs



Actions



Advice



Evidence

The same client record retains the starting point, every reassessment, client outcome measures, recommendations and selected actions. Nothing has to be reconstructed at renewal.

Nothing to rebuild at renewal

The full pathway remains on the client record, including the evidence behind each reading and what changed over time.

Visible to the client

With AX Portals, the client can see their current position, trajectory and pathway between engagements rather than waiting for another report.

It improves your Product Book

Every pathway records which capability changes actually produced which outcome movements. Fed back into the model, that makes the firm's mappings and its advice measurably better over time.

Where it sits. Outcome Pathways run on the Product Book you have already built and the AXAT assessment you are already using. There is nothing new to construct — a pathway is what happens when you run the same assessment more than once and keep the results connected.

The difference between telling a client it worked and showing them.

One assessment establishes a position. A pathway retains the chain from starting capability, through intervention and reassessment, to the outcome measures that followed. **Every completed pathway also makes the firm's evidence base stronger.**

More on TheAX

Explore every part of the platform, read the AXAT method, or inspect a completed assessment in full at theax.ai.
hello@theax.ai · Marlborough, United Kingdom

FIND EVERYTHING AT

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