Teaching ROI:

A Train-the-Trainer Program to Prepare Individuals to Teach the ROI Methodology™

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Module 1: Introduction & Readiness to Learn

ROI Institute Welcomes You to

Another ROI Skill-Building Workshop

Workshop Ground Rules

- Turn off cell phones and PDAs
- Frequent short breaks
- Networking
- Participation and learning in small teams or groups
- Learn by doing
- Questions and sharing
- Capture action items for consideration
- Apply the evaluation planning process during the workshop
- A great beginning

Workshop Objectives

Reaction Objectives

After participating in this workshop, participants should:

1. Perceive the content of the workshop to be relevant to their needs to conduct workshops on ROI
2. Perceive the content to be important to their success as a facilitator for ROI workshops
3. View the content as immediately applicable in their role as a facilitator
4. Plan to use the content within the next two months

Learning Objectives

After completing this workshop, participants should be able to:

1. Describe the various workshops that support the ROI Methodology™
2. Teach ROI to a diverse group of participants
3. Identify the five toughest topics to teach in an ROI workshop
4. Teach one of the tough topics in a demonstration/simulation
5. Customize objectives for a specific workshop
6. Balance discussion versus in-class activities in a workshop
7. Identify appropriate case studies for use in a particular workshop
8. Use case studies effectively to enhance learning
9. Build confidence to conduct workshops quickly
10. Use storytelling to hold interest and enhance learning

Application Objectives

Within three months of completing the workshop, participants should:

1. Develop a customized workbook for a target audience
2. Develop a schedule for other workshops
3. Conduct at least a one-day workshop

Impact Objectives

After completing this program, within one year the participants should:

1. Conduct at least three types of workshops
2. Conduct at least two 2 day workshops
3. Build capability with ROI within an organization
4. Successfully implement the ROI Methodology
5. Position themselves as experts in the ROI Methodology
6. Gain respect in the field as effective teachers in assessment, measurement, evaluation, and analytics

Challenges

What are your challenges when teaching ROI?

1. ______________________________

2. ______________________________

3. ______________________________

4. ______________________________

5. ______________________________

Discuss with your partner.

Module 2:
Types of Workshops

Topics

Many of our clients have asked about the differences in our workshops in terms of focus and duration. Here is a brief summary.

We teach people how to measure and evaluate projects and programs and how to conduct a variety of assessments and analyzes. The focus involves implementing a measurement system, sustaining the use of the system, and even forecasting the impact of the project before it is implemented. In terms of the specific functional areas of coverage, workshops include the following:

1. Human Resources/Human Capital
2. Training/Learning/Development
3. Leadership/Coaching/Mentoring
4. Knowledge Management
5. Organization Consulting/Development
6. Policies/Procedures/Processes
7. Recognition/Incentives/Engagement
8. Change Management
9. Technology/Systems/IT
10. Green Projects/Sustainability Projects
11. Safety and Health Programs
12. Talent Management/Retention
13. Project Management Solutions
14. Quality/Six Sigma/Lean Engineering
15. Meetings/Events/Conferences
16. Marketing/Advertising
17. Communications/Public Relations
18. Public Policy/Social Programs
19. Risk Management
20. Ethics/Compliance
21. Healthcare Initiatives
22. Wellness and Fitness Programs
23. Innovation/Creativity

In addition to these functional areas of focus, workshops can fit into any organizational setting. These include:

1. Business and Industry
2. Service Organizations
3. Governments – at all levels
4. Nonprofits
5. Foundations and Charities
6. Non-governmental Organizations (NGO's)
7. Colleges and Universities
8. Healthcare Systems
9. Religious Organizations

Duration

The duration of the workshops vary with the knowledge, information, and skills desired from the workshop. These range from an overview to in-depth and comprehensive certification.

<u>One-Hour to Four-Hour Workshops</u>

These are essentially briefings that introduce the audience to the concept of ROI. They are designed to make the audience aware of the methodology, process, use, and the key steps of the process. The goal of this workshop is to gain support and buy-in for the use of this methodology.

<u>One-Day Workshop</u>

This workshop provides a more detailed overview. Participants will understand what is involved in the process and learn some of the steps and processes involved. It provides enough information to use some of the concepts of collective data and developing results. Participants learn about the key issues that must be addressed to make their programs more accountable and aligned with the business. Many individuals leave this workshop with enough information to decide to pursue the implementation of ROI in their organization.

<u>Two-Day Workshop</u>

This is a skill building workshop aimed at teaching people how to make adjustments in their measurement and evaluation process. Participants will be able to make programs more focused, with improved alignment, develop objectives at higher levels, and collect data at different levels. Participants may be able to conduct a simple impact study and, in some rare cases, a very simple ROI study.

<u>Three –Day Workshop</u>

A three-day workshop provides more in-depth information with particular focus at all levels, with more detail at Levels 3, 4, and 5. This is designed for those organizations who want to make improvements in their measurement and evaluation process, make some dramatic changes all the way through the process, and maybe start conducting impact studies. A simple ROI study could possibly be conducted after completing this workshop.

<u>Five-Day Certification</u>

This is our principal way to build the skills necessary to conduct studies. This is designed for participants who have decided that they want to implement ROI and conduct several ROI studies, and need significant help with their very first study. This certification focuses not only on the skill-building and information necessary to conduct the studies but also guides the participant through the process to complete the first study. Upon completion of their first study, participants receive the designation of certified ROI professional, with 12,000 involved in the process, a respected designation in this industry. Today, over 5,000 individuals have achieved this certification. This workshop is for people that are serious about measurement and evaluation and want to make significant changes in their processes. They also want to sustain the use of ROI for several years.

Other Workshops

Beyond these descriptions other workshops are available, such as:

1. Survey Design and Analysis
2. Implementing and Sustaining ROI
3. The Business Case: Using Design Thinking to Deliver Results
4. Researchers Bootcamp
5. Writers Bootcamp
6. Consultants Bootcamp
7. Basic Statistics
8. Advance Statistics for ROI

For more information on any of these please contact The ROI Institute info@roiinstitute.net or (205) 678-8101.

Planning Your Workshops

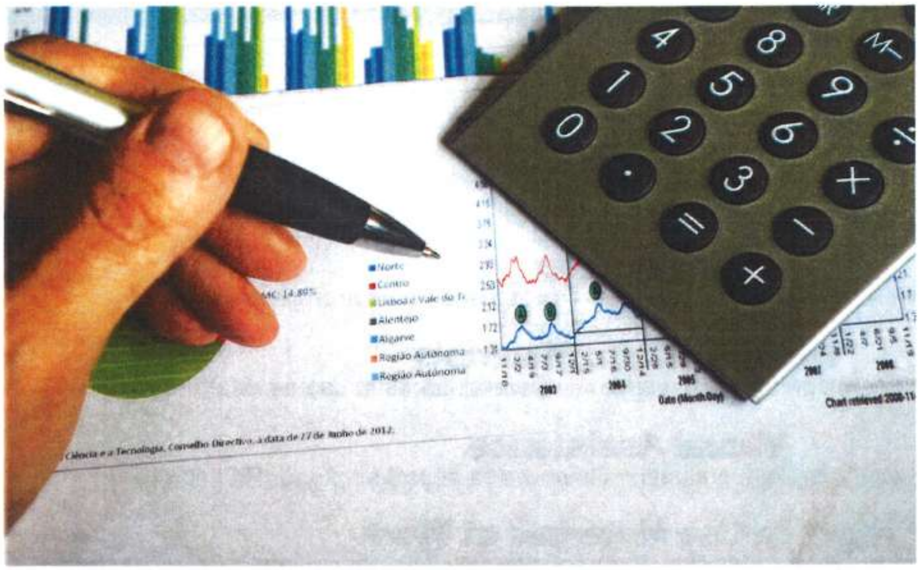
Review your situation and the needs of your organization. Identify the specific briefings and workshops needed. List them below with the focus (learning and development, HR), audience, e.g. learning and development team, advisory board members, total number planned, and the expected timeframes.

Workshop	Focus	Audience	Total Number	Timeframe
Briefings				
½ Day Workshop				
One-Day Workshops				
Two-Day Workshops				
Three-Day Workshops				

Module 3:
Workshop Flyers

ROI INSTITUTE®

ROI Certification®



ROI Certification is a globally renowned process focused on measuring the true value of tough-to-measure initiatives using the ROI Methodology®. ROI Certification® is the only process available to provide your employer with evidence and assurance about your capability in measurement and evaluation, including return on investment.

THE #1 SOURCE FOR MEASURING RETURN ON INVESTMENT FOR PROJECTS, PROGRAMS, & INITIATIVES

WHY

Participating in ROI Certification is the most comprehensive way to gain the skills needed to evaluate major programs and report the most credible results that drive organizational improvements. ROI Certification includes a five-day in-person course, 300+-page workbook, reference books, case studies, and one-on-one virtual assistance to help you conduct an ROI Impact Study. Once you've demonstrated competency of applying the ROI Methodology through your study, the designation of Certified ROI Professional® (CRP) will be awarded, elevating you to an elite class of professionals who have this accolade.

WHO

ROI Certification is designed for specialists, managers, directors, or administrators who need to build capability within their system, and who need the skills to measure the impact of improvement programs and projects. Individuals who should attend work primarily in the areas of:

- human resources
- talent management
- learning and development
- performance improvement
- IT systems
- meetings and events
- leadership development
- marketing and promotion
- risk management
- project management
- quality systems
- six sigma, and more.

WHAT

The content is rich with examples, tools, techniques, case studies, and templates to make it easy to collect and analyze powerful data. After completing this session, participants will be able to identify:

- Five levels of evaluation
- Twelve steps in the ROI Methodology
- Twelve guiding principles
- Eleven ways to collect data
- Six ways to isolate the effects of program
- Eight ways to convert data to money
- How to calculate benefit-cost ratio (BCR) and return on investment (ROI)
- How to implement the ROI Methodology
- How to build support for the ROI Methodology

TO REGISTER Phone: 205.678.8101
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REGISTRATION FEE $3,995

Process

Prework
Identify a project for ROI evaluation
Prepare for the basics

Workshop
Five days of content rich, interactive sessions The focus is on your project evaluation

Workbook and Materials
A valuable 300-page action oriented workbook Several books to use as reference

Virtual Assistance
One-on-one help with your ROI evaluation Review and approval of your ROI study

Right to Use Materials at Work
You have the right to reproduce our materials and use internally with your clients and colleagues

Certified ROI Professional
A unique sought-after credential

Results

14,000 professionals have participated in ROI Certification

6,000 Certified ROI Professionals (CRPs)

6,000 organizations have implemented the ROI Methodology

30,000 professionals have participated in two-day ROI skill-building workshops

ROI implemented in more than **70** countries

more than **75** resource books translated into **38** languages to support this methodology

74% of CEOs want to see the ROI from programs

11% of leadership development programs are evaluated at the ROI level

TO REGISTER

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ROI INSTITUTE® PERFORMANCE CONSULTING

A Two-Day ROI Competency Building Workshop

PERFORMANCE CONSULTING DEFINED

Performance consulting is a strategic process that produces business results by maximizing performance of people and organizations. The partnership of clients and consultants is an integral part of the process-this relationship matters. Our emphasis is on the process of performance consulting. This process is strategic because it begins with, and directly addresses, the long-term and mission-critical needs and goals of an organization. The greater focus is on the need to enhance performance of both people and the organization to deliver business results.

WORKSHOP OVERVIEW

Performance consulting is comprised of both art and science techniques. The art is evidenced through the relationships developed with clients, sharing the goal of enhancing the performance of people and the organization to achieve business results. The science includes the mental model and logic that performance consultants use. The science also includes techniques for designing and reporting data obtained from assessment and measurement initiatives. It is this evidenced-based approach that helps us avoid the "jump to solution" tactic too frequently used today.

This workshop embraces the practical, how-to approach including the following:

- Examples from our consulting team. These cases tell the story of how people actually utilized the practices and the results they obtained.
- Suggestions for how to complete phases of the performance consulting process in a reliable, time-efficient manner.
- Exercises that bring the process into focus job aids.
- Tools, checklists, and graphics that can be utilized in your day-to-day practice.
- Summary learnings to take away and utilize.
- Facilitate application of content.

WHO SHOULD ATTEND

This workshop is designed for people who work within any of the people-focused functions in organizations including human resources (HR), learning and development (L&D), organization development (OD), and talent management (TM). Performance consulting techniques are also relevant to other support functions such as quality, IT, public relations, finance, and operations. Individuals within these functions partner with clients on business initiatives and strive to achieve results through the influence and collaborative practices that compromise the art of performance consulting. Determining the root causes of problems, rather than jumping to solutions, is a necessary approach.

AFTER ATTENDING THIS SESSION, PARTICIPANTS SHOULD BE ABLE TO:

- Reframe a request for a solution to connect the request to business needs
- Determine what additional analysis is needed pertaining to business needs
- Use a Gaps Map using Should, Is, and Cause questions to define a total solution to meet goals
- Use the Alignment Model
- Set objectives for application, impact and ROI
- Identify data collection methods
- Explore data analysis strategies
- Calculate ROI
- Identify intangibles
- Report results to key stakeholders

FACILITATOR

Jack J. Phillips, Ph.D.

Jack Phillips, Ph.D., is chairman of ROI Institute. He is a world-renowned expert on accountability, measurement, and evaluation. Phillips provides consulting services for Fortune 500 companies and major global organizations. The author or editor of more than 100 books, he conducts workshops and presents at conferences throughout the world. Former bank president, Phillips and his work has been featured in the Wall Street Journal, Bloomberg BusinessWeek, Fortune Magazine, and on CNN.

MATERIALS

All participants will receive a detailed workbook which includes tools, resources and case studies; a copy of *Performance Consulting* by Dr. Jack J. Phillips, Patricia Pulliam Phillips, Dana Gaines Robinson, and Dick Handshaw, and two job aids.

ROI INSTITUTE®

CHIEF TALENT OFFICER

A Two-Day ROI Competency Building Workshop

WORKSHOP OVERVIEW

This workshop will discuss the critical role of the Chief Talent Officer with emphasis on important value-adding strategies that make up the role and its purpose. It shows how to manage that role to efficiently and effectively drive value in the organization. The CTO's role is to drive value, focusing on issues such as business alignment, managing resources, innovation, and return on investment (ROI).

WORKSHOP LEARNING OBJECTIVES:

- Show how is an important part of the strategy.
- Invest heavily in talent development and have a mechanism to show the value of this investment.
- Take extreme measures to ensure that talent programs are linked to the business and that they are addressing business issues routinely.
- Recognize the shift to performance.
- Focus on delivering at the right time and at the right place, effectively.
- Manage the function effectively and efficiently, understand the costs, and work within budgets.

WHO SHOULD ATTEND

This workshop is designed for those individuals who can make changes in the direction, process, and reporting of talent development and management. Individuals who should attend are VP of Learning and Development, Chief Talent Officers, Learning and Development Managers, Learning and Development Directors, Learning and Development Coordinators, Learning and Development Administrators.

FACILITATORS

Patti Phillips, Ph.D.

Patti Phillips, Ph.D., is president and CEO of the ROI Institute, Inc., the leading source of ROI competency building, implementation support, networking, and research. A renowned expert in measurement and evaluation, she helps organizations implement the ROI Methodology in 65 countries around the world. Phillips has authored dozens of books on accountability.

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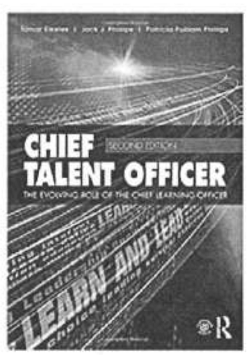
MATERIALS

All participants will receive a detailed workbook which includes tools, resources and case studies; a copy of *Chief Talent Officer: The Evolving Role of the Chief Learning Officer* by Tamar Elkeles, Ph.D., Jack Phillips, Ph.D. and Patricia Phillips, Ph.D., and two job aids.



ROI INSTITUTE®

FORECASTING ROI

A Two-Day ROI Competency Building Workshop

WORKSHOP OVERVIEW

This two-day workshop focuses squarely on this issue, detailing how projects are forecasted in advance in using the most credible sources and using a set of standards that are conservative. The objective is to be realistic in the forecast but conservative and use the data to secure the project approval. This methodology forecasts up to six types of data, including the financial ROI and is based on hundreds of proven studies in over 1,000 organizations. This is the most utilized ROI Methodology in the world.

WORKSHOP LEARNING OBJECTIVES:

- Explain the rationale for using ROI on pre-project basis
- Describe the six types of data that can be forecasted
- Conduct a pre-project forecast of data in a convincing way to senior executives
- Present the forecast of data in a convincing way to senior executives
- Use forecasting as a routine process to secure project approval and build relationships with clients
- Lead discussion on ROI issues and cases

WHO SHOULD ATTEND

This workshop is for anyone in an organization who is responsible for measuring the impact of learning and change interventions. Individuals who should attend are Training Directors, Management Development Specialists, Evaluation Managers and Specialists, Quality Specialists, Performance Consultants, HRD Specialists, Performance Measurement Specialists, Organizational Development Specialists, Performance Improvement Specialists, Course Designers, and Course Facilitators.

FACILITATORS

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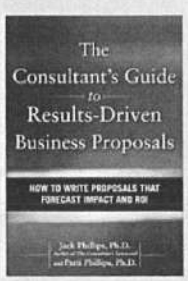
MATERIALS

All participants will receive a detailed workbook which includes tools, resources, and case studies; the book *The Consultant's Guide to Results-Driven Business Proposals,* and two job aids.



ROI INSTITUTE

Making Human Capital Analytics Work

A Three-Day ROI Competency Building Workshop

Workshop Overview

Human Capital Analytics is on top of mind for many organizations. From allocating resources to specific programs and projects to planning strategy around predictive models, analytics can help the human resources professionals make powerful contribution to organization strategy. This three-day workshop offers participants the opportunity to learn how analytics works at the macro and micro levels, using both internal and external data.

Workshop Learning Objectives:

- Present a briefing on the ROI Methodology and tackle the five types of analytics projects
- Link program objectives to business results
- Describe at least three ways to collect data, isolate the effects of a program, and convert data to monetary values.
- Calculate the ROI, given benefits and costs of the program
- Identify intangible measures
- Explain the twelve guiding principles

Who Should Attend

This workshop is for participants who are responsible for measurement, evaluation, and analytics. Individuals who should attend are Human Capital Analytics, Human Resource Managers, Evaluation Specialists, Compensation Managers, Talent Managers, Organizational Development Managers, Change Management Consultants, Learning and Development Managers, Acquisition Managers, Performance Consultants, and Program Analysts.

Facilitators

Patti Phillips, Ph.D.

Patti Phillips, Ph.D., is president and CEO of the ROI Institute, Inc., the leading source of ROI competency building, implementation support, networking, and research. A renowned expert in measurement and evaluation, she helps organizations implement the ROI Methodology in 65 countries around the world. Phillips has authored dozens of books on accountability.

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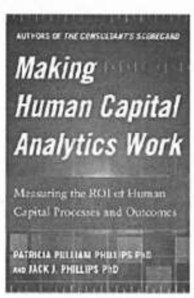
Materials

All participants will receive a detailed workbook which includes tools, resources, and case studies; the book *Making Human Capital Analytics Work*, and two job aids.



ROI INSTITUTE®

MAXIMIZING THE VALUE OF CONSULTING

A Three-Day ROI Competency Building Workshop

Workshop Overview

This three-day workshop shows how to manage the process to deliver value, how to be relevant in today's environment, and shows how to calculate the value of consulting in terms of business impact and ROI. It ensures that a project is connected to a business in the beginning, the project is managed efficiently to control the cost, and the value is delivered, with the impact and ROI. This workshop will use concepts and information to maximize the value of overall consulting investments and develop this capability in a variety of functional areas.

Who Should Attend

This workshop is designed several audiences that will receive information on consulting results varied in terms of job levels and responsibilities. Individuals who should attend are Top Executives, Immediate Managers, Team Leaders, Clients, Consultants, Prospective Clients, Support Staff, Human Resources Managers, Talent Management, Finance/Auditing Departments, IT Managers and Consultants, and Quality Departments.

Workshop Learning Objectives:

- Learn how to reframe a training request to connect the request to business needs
- Determine what additional analysis is needed pertaining to business needs
- Use a Gaps Map using Should, Is, and Cause questions to define a total solution to meet goals
- Understand Phillips' V Model
- Learn how to set objectives for application, impact and ROI
- Identify data collection methods
- Explore analyzing data strategies
- Implement calculating ROI to a business and report results to key stakeholders

Facilitators

Patti Phillips, Ph.D.

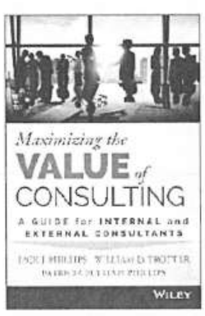
Patti Phillips, Ph.D., is president and CEO of the ROI Institute, Inc., the leading source of ROI competency building, implementation support, networking, and research. A renowned expert in measurement and evaluation, she helps organizations implement the ROI Methodology in 65 countries around the world. Phillips has authored dozens of books on accountability.

Jack J. Phillips, Ph.D.

Jack Phillips, Ph.D., is chairman of ROI Institute, Inc. He is a world-renowned expert on accountability, measurement, and evaluation. Phillips provides consulting services for Fortune 500 companies and major global organizations. The author or editor of more than 100 books, he conducts workshops and presents at conferences throughout the world.

Materials

All participants will receive a detailed workbook which includes tools, resources and case studies; a copy of *Maximizing the Value of Consulting* by Dr. Jack J. Phillips, Patricia Pulliam Phillips, Dana Gaines Robinson, and Dick Handshaw, and two job aids.



ROI INSTITUTE®

MEASURING THE ROI FOR LEARNING & DEVELOPMENT/HUMAN RESOURCES

A Two-Day ROI Competency Building Workshop

WORKSHOP OVERVIEW

This two-day workshop introduces the concept of ROI, the fastest growing metric for evaluating HR and learning and development. Participants exposed to the ROI Methodology, which includes developing objectives, collecting data, isolating the effects of the program, converting data to monetary values, tabulating appropriate program costs, and calculating the ROI. Participants quickly see the advantage of using ROI as six types of data are collected and analyzed. This workshop takes the mystery out of the use of ROI.

WORKSHOP LEARNING OBJECTIVES:

- Identify the drivers for ROI
- Identify the five levels of outcome evaluation
- Make the business case for ROI
- Address issues of data collection, isolating the effects of the program, and converting data to money
- Develop program objectives at multiple levels
- Explain to clients how ROI works
- Identify 7 to 12 guiding principles
- Describe the 10 steps in the ROI Methodology
- Plan next steps

MATERIALS

Each participant will receive a detailed workbook which includes tools, resources and case studies; a copy of *Measuring ROI in Learning & Development* by Dr. Jack J. Phillips, Ph.D. and Patti P. Phillips, Ph.D. (ASTD, 2012), and two job aids.

WHO SHOULD ATTEND

This workshop is designed for those individuals who are interested in knowing more about the success of learning and development, particularly at the ROI level. Individuals who should attend are Learning and Development Managers, Management Development Specialists, Human Resource Managers, Performance Consultants, Facilitators, Learning Advisors, Analysts, Human Resource Coordinators, Organizational Development Specialists, Human Resource Consultants, Chief Learning Officers, Trainers, Supervisors, Learning and Development Coordinators, etc.

FACILITATORS

Patti Phillips, Ph.D.

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ROI INSTITUTE®

MEASURING THE ROI FOR MEETINGS AND EVENTS

A Two-Day ROI Competency Building Workshop

Workshop Overview

This two-day workshop emphasizes the ROI Methodology and its approach that works all across meetings, ranging from corporate meetings to events to association conferences and exhibitions. It will teach the basic of ROI through case studies and other activities so participants can see how ROI can be used to create meetings objectives, collect data, isolate the effects of the meetings, convert data to monetary value, calculate ROI, and communicate the process and results to the meeting's stakeholders.

Workshop Learning Objectives:

- Learn how to determine the proper data collection instrument and when to use it
- Learn how to select appropriate strategies for isolating the effects of meetings
- Learn how to calculate or estimate the value of an improvement
- Learn how to apply simple statistical tools to data analysis
- Learn how to analyze data and calculate the actual return on investment

Materials

Each participant will receive a detailed workbook which includes tools, resources and case studies; a copy of *Measuring the Return on Investment in Meetings and Events* book by Jack J. Phillips Ph.D., M. Theresa Breining, CMP, CMM, and Patricia Pulliam Phillips Ph.D., and two job aids.

Who Should Attend

This two-day workshop is designed to show how to apply the methodology for determining ROI within planning processes. Individuals who should attend are advanced or senior level corporate, association, and independent planners, novice and intermediate planners, professionals, managers, and executives with convention bureaus, hotels, and resorts, suppliers, faculty for meeting planning courses in universities, and marketing executives.

Facilitators

Patti Phillips, Ph.D.

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ROI INSTITUTE®

Measuring the ROI for Non-Profits

A Two-Day ROI Competency Building Workshop

Workshop Overview

This two-day workshop emphasizes the ROI process and shows how to measure success at multiple levels. Because the public sector has more challenges, participants will learn how to measure the impact and even the financial ROI for programs implemented in government, non-government, and non-profit organizations. Participants quickly see the advantage of the ROI process as six types of data are collected and analyzed. This data represents both qualitative and quantitative data, developed from a variety of sources.

Workshop Learning Objectives:

- Apply the ROI Methodology to a program in your own organization
- Gain detailed, first-hand experience with every step
- Calculate ROI and explain its meaning
- Measure the contribution of all types of programs
- Learn how to build support and increase commitment
- Enhance relationships with key stakeholders
- Learn how to secure funding for projects
- Enhance program results and improve ROI

Who Should Attend

This workshop is designed for professionals working in governments, non-government organizations, and non-profits. Individuals who should attend are government staff at local, state, federal, and internal levels, practitioners, leaders and coordinators in public sector programs, non-profit organizers and managers, non-governmental advisors and coordinators, and individuals seeing leadership roles in these programs.

Facilitators

Patti Phillips, Ph.D.

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Materials

All participants will receive a detailed workbook which includes tools, resources and case studies; a copy of *Show Me the Money*, and two job aids.

ROI INSTITUTE

Measuring the ROI in Health and Safety

A Two-Day ROI Competency Building Workshop

Workshop Overview

This two-day workshop introduces the concept of ROI as used in safety and health projects. Participants are exposed to the ROI Methodology, which includes developing objectives, collecting data, isolating the effects of the program, converting data to monetary values, tabulating appropriate program costs, and calculating the ROI. Participants quickly see the advantage of using ROI as six types of data are collected and analyzed. This workshop takes the mystery of the use of ROI.

Workshop Learning Objectives:

- Explain the steps and guiding principles of the ROI Methodology
- Explore the five most common barriers to implementation and how to overcome them
- Examine how the ROI Methodology has benefited organizations like yours
- Build the case for measurement
- Develop a plan for moving forward with ROI in your organization

Who Should Attend

This workshop is for participants interested in knowing more about measuring the success of safety and health initiatives. Individuals who should attend are Safety and Health Managers, Compliance Advisors, Division Managers, Chief Sustainability Officers, Operations Managers, Research and Specialty Consultants, Education Managers, Program Development Coordinators, Managers of Quality and Assurance, Business Analysts, and Safety and Health Specialists and Coordinators.

Facilitators

Patti Phillips, Ph.D.

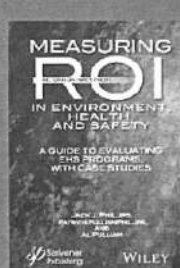
Patti Phillips, Ph.D., is president and CEO of the ROI Institute, Inc., the leading source of ROI competency building, implementation support, networking, and research. A renowned expert in measurement and evaluation, she helps organizations implement the ROI Methodology in 65 countries around the world. Phillips has authored dozens of books on accountability.

Jack J. Phillips, Ph.D.

Jack Phillips, Ph.D., is chairman of ROI Institute, Inc. He is a world-renowned expert on accountability, measurement, and evaluation. Phillips provides consulting services for Fortune 500 companies and major global organizations. The author or editor of more than 100 books, he conducts workshops and presents at conferences throughout the world.

Materials

All participants will receive a detailed workbook which includes tools, resources, and case studies; the book *Measuring the ROI in Environment, Health, and Safety,* and two job aids.



ROI INSTITUTE®

MEASURING THE ROI IN MARKETING

A Two-Day ROI Competency Building Workshop

WORKSHOP OVERVIEW

For several years, the marketing industry debated on how to measure the return on investment for various marketing initiatives. The ROI Methodology is being implemented in this industry through professional associations, and is the most clear-cut way to measure and evaluate. The ROI Institute is helping hundreds of marketing professionals show the value of their marketing pushes, including the financial ROI.

This session will explore the forces causing the focus on ROI, the trends in measuring and evaluating marketing, how this challenge is being met, and some of the issues and challenges along the way.

WORKSHOP LEARNING OBJECTIVES:

- Identify the drivers for ROI accountability
- Identify and describe major steps in the ROI Methodology
- Describe all 12 guiding principles
- Develop a detailed evaluation plan for a marketing project
- Identify at least four ways to convert data monetary values
- Identify and analyze intangible measures
- Calculate the benefit cost ratio and the ROI for a simple project
- Communicate ROI data to a variety of stakeholders

MATERIALS

All participants will receive a detailed workbook which includes tools, resources, case studies, a copy of *Show Me the Money*, and two job aids.

No Mathematical Background is required

WHO SHOULD ATTEND

This workshop is designed for anyone who is interested in knowing more about measuring the success of marketing initiatives, particularly at the ROI level. Individuals who should attend are Marketing Directors and Managers, HR Managers, Meeting and Event Managers, Brand Managers, Business Development Specialists, Marketing Coordinators, Promotions Managers, Communications Directors, Advertising Directors, Consultants, Communications Specialists, Market Research Analysts, Digital Marketing Managers, Media Planners, Media Directors, Public Relations Managers, etc. will find this course useful.

FACILITATORS

Patti Phillips, Ph.D.

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ROI INSTITUTE®

Measuring the ROI in Sales Training

A Two-Day ROI Competency Building Workshop

Workshop Overview

This two-day workshop offers a clear and detailed explanation of the principles behind return on investment in sales training. It focuses on measuring the success of sales training and enablement programs and shows how to measure the success of these programs at the impact and ROI levels. This workshop will tackle the particular issues involved in showing the value of sales training investments to the top executives.

Workshop Learning Objectives:

- Apply the ROI Methodology to a program in your own organization
- Gain detailed, first-hand experience with every step
- Calculate ROI and explain its meaning
- Measure the contribution of all types of sales programs
- Enhance program results and improve ROI
- Discover how to use intangibles
- Practice reporting results
- Explore how to sustain the use of ROI

Who Should Attend

This workshop is designed for anyone involved in the development, design, implementation, facilitation and support of sales training and enablement programs. Individuals who should attend are sales training managers, VP of Sales and Marketing, facilitators, professors and students in sales programs, and organizers of sales programs, and those who need to show the value of training and the process of developing the sales team.

Facilitators

Patti Phillips, Ph.D.

Patti Phillips, Ph.D., is president and CEO of the ROI Institute, Inc., the leading source of ROI competency building, implementation support, networking, and research. A renowned expert in measurement and evaluation, she helps organizations implement the ROI Methodology in 65 countries around the world. Phillips has authored dozens of books on accountability.

Jack J. Phillips, Ph.D.

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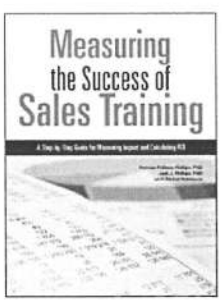
Materials

All participants will receive a detailed workbook which includes tools, resources and case studies; a copy of *Measuring the Success of Sales Training*, and two job aids.



ROI INSTITUTE®

MEASURING THE ROI IN TECHNOLOGY

A One-Day ROI Competency Building Workshop

Workshop Overview

This ROI Methodology workshop offers a pragmatic approach to accounting for your technology investment through an interactive experience. During this workshop, focus will be put on the framework, process model, and standards and how they apply to technology-based learning. There will be emphasis on the ROI Methodology approach and how to successfully apply it to various programs.

Workshop Learning Objectives:

- Describe the five critical components of a successful evaluation practice
- Identify the five levels of evaluation and six types of outcome data
- Describe the ten steps in the ROI Methodology
- Follow the 12 guiding principles
- Plan and execute an ROI evaluation project for eLearning
- Calculate and explain the different between the benefits-cost ratio (BCR) and the return on investment (ROI)
- Explain two ways to calculate ROI for technology

Who Should Attend

This one-day workshop is designed to show how to measure technology projects at five levels of outcome, including impact and ROI. It is primarily for anyone interested in the determining the payoff of technology projects and programs. Vice presidents, directors, managers, planners, specialists, coordinators, and project manager engineers should find it useful. Professors that are for university-level students who are pursuing degrees that include courses or modules on design.

Facilitators

Patti Phillips, Ph.D.

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Jack J. Phillips, Ph.D.

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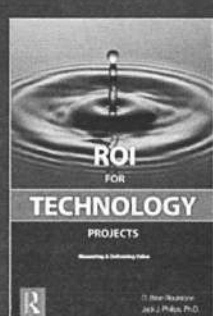
Materials

Each participant will receive a detailed workbook which includes tools, resources and case studies; a copy of *ROI for Technology Project: Measuring and Delivering Value* book by D. Brian Roulstone and Dr. Jack Phillips, and two job aids.



ROI INSTITUTE®

Measuring ROI in eLearning

A Two-Day ROI Competency Building Workshop

Workshop Overview

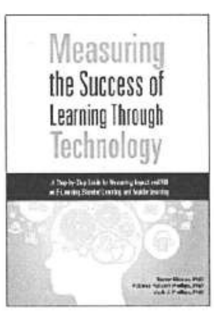
This two-day workshop is designed to show participants the business value of eLearning. This workshop will teach how to measure the success of eLearning, mobile learning, blending learning, and game-based learning by applying the ROI Methodology. This workshop will provide a comprehensive learning process to evaluate technology projects at five levels, including ROI. The methodology approach will provide the opportunity to acquire knowledge and skills in evaluation.

Workshop Learning Objectives:

- Describe the five critical components of a successful evaluation practice
- Identify the five levels of evaluation and six types of outcome data
- Describe the ten steps in the ROI Methodology
- Follow the 12 guiding principles
- Plan and execute an ROI evaluation project for eLearning
- Calculate and explain the different between the benefits-cost ratio (BCR) and the return on investment (ROI)
- Explain two ways to calculate ROI for eLearning

Materials

All participants will receive a detailed workbook which includes tools, resources, and case studies; the book *Measuring the Success of Learning Through Technology*, and two job aids.



Who Should Attend

This workshop is designed for professionals who design, develop, and administer eLearning programs. Practically every organization is implementing learning through technology programs in some way, and companies and employees alike are beginning to see their potential impact. Individuals who should attend are designers, developers, project managers, evaluator of technology-based programs, professors, researchers, consultants, managers, and executives.

Facilitators

Patti Phillips, Ph.D.

Patti Phillips, Ph.D., is president and CEO of the ROI Institute, Inc., the leading source of ROI competency building, implementation support, networking, and research. A renowned expert in measurement and evaluation, she helps organizations implement the ROI Methodology in 65 countries around the world. Phillips has authored dozens of books on accountability.

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ROI INSTITUTE®

PROJECT MANAGEMENT ROI

A Two-Day ROI Competency Building Workshop

WORKSHOP OVERVIEW

This two-day workshop takes what might otherwise be complex subject matter and makes it understandable. Learn about the basics of measuring return on investment in project management, the barriers that many companies face when trying to implement the process, and the benefits you can expect from documenting the impact of project management solutions

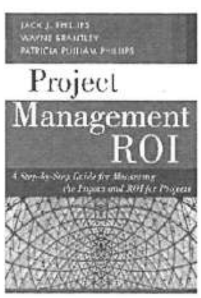
This workshop prepares you to answer senior executive questions on measurement and facilitates your readiness to be pro-active in implementing measurement strategies for project management solutions.

WORKSHOP LEARNING OBJECTIVES:

- Apply the ROI Methodology to a project management program in your own organization
- Explore the five most common barriers to implementation and how to overcome them
- Examine an ROI case study to see how data are developed and integrated
- Show how the ROI Methodology has benefits similar organizations
- Develop a plan for moving forward

MATERIALS

Each participant will receive a detailed workbook which includes tools, resources and case studies; a copy of *Project Management ROI: A Step-by-Step Guide for Measuring the Impact and ROI for Project* book by Jack J. Phillips, Wayne Brantley, Patricia Pulliam Phillips., and two job aids.



WHO SHOULD ATTEND

This program is designed for project managers and shows how to measure the financial ROI for projects. Today, many projects need to show the financial ROI of the project. Individuals who should attend are Project Managers, Analysts, Executives, Consultants, Team Managers, Client Servicing Managers, Team Leaders, Project Leaders, Program Managers, Business Unit Head Engineers, IT Managers, Site Managers, Project Leaders, Project Directors, HR professionals and anyone else who wants to learn about the basics of measurement and ROI assessment for projects.

FACILITATORS

Patti Phillips, Ph.D.

Patti Phillips, Ph.D., is president and CEO of the ROI Institute, Inc., the leading source of ROI competency building, implementation support, networking, and research. A renowned expert in measurement and evaluation, she helps organizations implement the ROI Methodology in 65 countries around the world. Phillips has authored dozens of books on accountability.

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ROI INSTITUTE

THE VALUE OF HUMAN CAPITAL

A One-Day ROI Competency Building Workshop

Workshop Overview

This one-day workshop presents information on four key areas: how to set the investment level on human capital, how to place a monetary value on human capital, how to measure human capital, and how to develop the human capital scorecard. This workshop will examine the executive's role in the process and explores ways in which human capital is valued in organizations, presenting intangibles, micro research, and the ROI analysis.

Workshop Learning Objectives:

- Describe the five strategies for determining the investment level for learning and development
- Describe the three ways in which human capital is valued , with examples
- Explore potential shifts or adjustments in the approach to human capital
- Show how ROI is connected to human capital investment and valuation

Who Should Attend

This workshop is for Senior HR executives and leaders as well as top executives and administrators who are interested in understanding more about the value of human capital, how it is measured and monitored in organizations. Individuals who should attend are Human Resource Managers, Compensation Managers, Organizational Development Managers, Change Management Consultants, Learning and Development Managers, Acquisition Managers, and Program Analysts.

Facilitators

Patti Phillips, Ph.D.

Patti Phillips, Ph.D., is president and CEO of the ROI Institute, Inc., the leading source of ROI competency building, implementation support, networking, and research. A renowned expert in measurement and evaluation, she helps organizations implement the ROI Methodology in 65 countries around the world. Phillips has authored dozens of books on accountability.

Jack J. Phillips, Ph.D.

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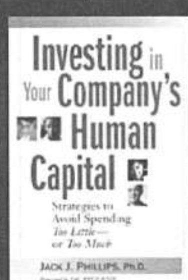
Materials

All participants will receive a detailed workbook which includes tools, resources, and case studies; the book *Investing in Your Company's Human Capital,* and two job aids.



ROI INSTITUTE®

A TWO-DAY ROI COMPETENCY BUILDING WORKSHOP

ACCOUNTABILITY IN HUMAN RESOURCE MANAGEMENT

Learn How to Connect HR to Business Results

WORKSHOP OVERVIEW

These days the HR function must show the value of the various HR programs and initiatives. The head of HR must be able to connect to business measures, align programs to the business and organization, and must be able to develop productive relationships with the management team. At the same time, individual programs developed should show the value to the business, up to and including the financial ROI. This interactive workshop is based on the best-selling book Accountability in Human Resource Management, 2nd Edition, authored by Jack J. Phillips and Patti P. Phillips.

WORKSHOP LEARNING OBJECTIVES

After completing this workshop, you should be able to:

- Explain the need for results from HR
- Describe at least five ways to measure the HR contribution
- Increase the HR influence with senior management
- Align HR programs to the business of the organization
- Select the proper HR solutions
- Collect data from a variety of sources
- Analyze data and make conclusions
- Report results and make improvements
- Develop an HR scorecard

MATERIALS YOU WILL RECEIVE

- 100-page workbook and two job aids
- A copy of the book, *Accountability in Human Resource Management*, 2nd Edition.

WHO SHOULD ATTEND?

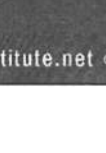
This workshop is for anyone in an organization who is responsible for managing or coordinating HR functions. Individuals who should attend are:

- HR Executives
- HR Managers
- HR Consultants
- HR Advisors
- Recruiting Managers
- Compensation Managers
- Learning and Development Managers
- Safety and Health Managers
- Performance Consultants
- Organizational Development Specialists

FACILITATORS

Dr. Patti P. Phillips

Patti Phillips, Ph.D., is President and CEO of ROI Institute, Inc., the leading source of ROI competency building, implementation support, networking, and research. A renowned expert in measurement and evaluation, she helps organizations implement the ROI Methodology in 50 countries around the world. Phillips has authored dozens of books on accountability.



Dr. Jack J. Phillips

Jack Phillips, Ph.D., is Chairman of ROI Institute, Inc. He is a world-renowned expert on accountability, measurement, and evaluation. Phillips provides consulting services for Fortune 500 companies and major global organizations. The author or editor of more than fifty books. Phillips is a former HR Executive and Bank President.

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ROI INSTITUTE™

Measuring for Success: How to Produce CEO AND CFO Friendly Results

A One-Day ROI Interactive Workshop from the ROI Institute

Workshop Overview

The challenge for the Chief Learning Officer (CLO) and other learning leaders is to produce results from learning investments. The most important audience for these results is the top executives, in particular the Chief Executive Officer (CEO) and the Chief Financial Officer (CFO). Recently, these two groups have weighed in significantly in the learning and development investment discussion. And they put forth some challenges.

This session will trace some important studies that have been recently conducted and some statistics that show what CEOs demand in the learning and development area. It also shows how the CFO has become more involved, and what they're demanding. As you might suspect, CEO and CFO demands are similar. This session will present these challenges in the form of prescriptions for learning and development leaders – how to produce results that can meet the test of these two critical executives.

Workshop Objectives

After completing this workshop, participants should be able to:

- Describe the role of the Chief Executive Officer (CEO) and the Chief Financial Officer (CFO) in the learning investment allocation process
- Describe the types of data top executives need out of the seven possible types that can be presented
- Change existing systems to produce more CEO and CFO friendly results in the future
- Implement a methodology to show the value of learning and development
- Develop a learning and development scorecard to meet executive needs
- Plan action steps to make improvements and changes in the reporting of business results

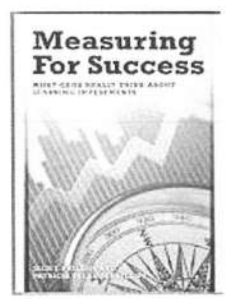
Who Should Attend?

This workshop is designed for those individuals who can make changes in the direction, process, and reporting of learning and development. It is ideal for CLOs and Learning Leaders. These individuals should attend:

- VP of Learning and Development
- Chief Learning Officer
- Learning and Development Managers
- Learning and Development Directors
- Learning and Development Coordinator
- Learning Advisor
- Learning Consultant
- Learning and Development Administrator

Materials You Will Receive

- *Measuring for Success: What CEOs Really Think About Learning Investments* authored by Jack J. Phillips, Ph.D. and Patti P. Phillips, Ph.D. (ASTD, 2010)
- Participant workbook containing tips, techniques, exercises and practice opportunities
- ROI Process Model



Facilitator
Jack J. Phillips, Ph.D.
or Patti P. Phillips, Ph.D.
ROI Institute

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ROI INSTITUTE™

Measuring the ROI in Executive Education

A workshop for UC Berkeley Executive Education

A Two-Day Interactive Workshop on the Use of ROI in Executive Education

Workshop Overview

This valuable workshop focuses on the ROI Methodology in the executive education setting. Participants experience application of the ROI Process model, including developing application and impact objectives, collecting various types of data, isolating the effects of the program, converting data to monetary values, tabulating appropriate program costs and calculating the ROI. Participants quickly see the advantage of the process as six types of data are collected and analyzed, representing both qualitative and quantitative data.

Workshop Objectives

After completing this workshop, participants should be able to:

- Identify the drivers for ROI accountability
- Link programs to business needs
- Develop program objectives at the application, impact, and ROI levels
- Identify at least three ways to collect data post program data
- Describe at least three ways to isolate the effects of a program from other influences
- Describe at least three ways to convert data to monetary values
- Calculate the ROI, given the benefits and costs
- Identify and report intangible measures
- Describe the ten steps in the ROI Methodology

Within two months after completing this workshop participants should

1. Make the business case for ROI with at least two audiences
2. Develop application and impact objective for each program, within their control
3. Develop an evaluation plan for an ROI study on a particular program
4. Brief at least one client on the ROI process
5. Expand current data collection to include application and impact data

Special Emphasis

While this workshop is for anyone who is interested in knowing more about measuring the impact and ROI for learning and development, this workshop focuses on executive education. The following UC Berkeley team members:

1. Faculty members for current and planned programs
2. Marketing team for executive education
3. Administrative, support, and leadership team members in executive education

About the ROI Methodology

The ROI Methodology is the most used evaluation system in the world, with 4,000 organizations users globally. The list of clients includes over half the Fortune 500 companies in the USA, over half the US federal government agencies, and some of the most respected organizations in the world including the United Nations which has implemented the process system wide in the last two years. Over 5,000 individuals have pursued ROI certification and to date over 3,000 of them have achieved the designation of Certified ROI Professional. In 18 years, the ROI Institute has implemented this methodology globally in 54 counties with 50 books to support the methodology in 38 languages.

Materials You Will Receive

- *The Value of Learning: How Organizations Capture Value and ROI* by Patti P. Phillips, Ph.D. and Jack J. Phillips, Ph.D. (Pfeiffer, 2007).
  - *Beyond Learning Objectives: Develop Measureable Objectives That Link to The Bottom Line*, Patti P. Phillips and Jack J. Phillips (ASTD Press, Alexandria, VA, 2008).
  - *Proving the Value of HR: ROI Case Studies, 2nd ED.* by Patti P. Phillips, Ph.D. and Jack J. Phillips, Ph.D.(ROI Institute, 2010)
  - *Measuring for Success: What CEOs Really Think About Learning Investments* by Jack J. Phillips, Ph.D. and Patti P. Phillips, Ph.D. (ASTD, 2010)
- Participant workbook, complete with exercises, case studies and exhibits
- ROI Process Model

Facilitators

This workshop will be facilitated by Jack Phillips, Chairman of the ROI Institute, developer of the ROI Methodology, and cofounder of the ROI Institute. With more than 27 years of corporate experience across five industries. Phillips has served as head of human resources for a Fortune 500 firm, senior management positions in several firms, and president of regional bank. The author or editor of over 50 books on measurement and evaluation in accountability. Phillips has degrees in engineering, math, physics, a master's degree in statistics and a Ph.D. in Business Administration.

ROI INSTITUTE™

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ROI INSTITUTE™

SHOW ME THE MONEY

How to Determine ROI in People, Projects, and Programs

A special offering for CEO's, CFO's, Executives and Managers in Human Resources, Technology, Marketing, and Quality

About the Workshop

While the concept of ROI has been a financial evaluation tool for many years, in the last decade it has been used to effectively assess the value of all types of projects and programs.

This workshop shows how to credibly measure the ROI in non-traditional areas such as:
Technology and software implementations
Human Resources projects and programs
Learning and development including leadership and coaching
Compliance ethics and diversity
Advertising, marketing and events
Quality six sigma
Communications and consulting

These are just a few of the examples of the applications of this unique Methodology.

This new workshop—based on the critically acclaimed book, *Show Me The Money,* by Drs. Jack and Patti Phillips—takes complex subject matter and makes it pragmatic for professionals from all industry sectors and applicable to any program or project. Discover the basics of measuring return on investment, and the benefits you can expect to achieve from documenting the impact of all types of projects and programs.

This workshop shows how to capture the value of projects and programs with six types of data:

Reaction and Perceived value
Learning and Confidence
Application and Implementation
Impact and Consequences
Return on Investment
Intangible Benefits

The process also includes a critical step to discretely isolate the impact of the program from the other influences.

The one-day Show Me The Money Workshop provides the perfect introduction to all levels of measurement, including the most sophisticated level, ROI. Learn the key principles of the Phillips ROI Methodology™ and determine if your organization is ready to implement the process.

Who Should Attend

This special Samford Business Network event is designed for CEOs, CFOs, Executives, and Managers. Anyone interested in the determining the payoff of Human Resources, Technology, Marketing, Ethics, Quality, and similar programs should attend.

What You Will Learn

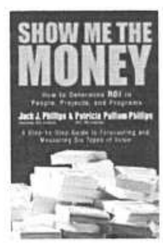
During the workshop, you will:

- Learn the steps and guiding principles for the ROI Methodology.
- Explore the five most common barriers to implementation and how to overcome them.
- Examine a "real-life" example of an ROI case study to see how the data are developed and integrated.
- Examine how the ROI Methodology has benefited organizations like yours
- Build the case for measurement—Why measure the impact of HR, technology, marketing, quality and other initiatives?
- Develop a plan for moving forward with ROI in your organization

Facilitation

Facilitated by **Jack Phillips, Ph.D.,** this ROI Methodology workshop provides a pragmatic and interactive experience. Phillips, author of several books on the subject of accountability and ROI, is a globally renowned expert in the field of measurement and evaluation. He provides workshops and consulting services to Fortune 500 companies and major organizations around the world.

Tuition & Workshop Materials



Tuition for this special offering is $195 per person. Each participant will receive a 75 page workbook, *Show Me The Money: How to Determine ROI in People, Projects and Programs*, by Drs. Jack and Patti Phillips, The Phillips ROI Methodology™ model, and a detailed ROI case study.

For Information and Registration contact
ROI Institute

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Web site: www.roiinstitute.net

Measuring the ROI in Innovation

A Three-Day ROI Competency Building Workshop

Learning Objectives

After participating in this workshop, participants should be able to:

- Identify the drivers for ROI innovation
- Link innovation projects to business needs
- Develop innovation project objectives at multiple levels
- Identify three ways to collect data to capture the value of innovation.
- Describe three ways to isolate the effects of an innovation project from other influences
- Describe three ways to convert impact data to monetary value
- Identify seven of the twelve guiding principles
- Describe the ten steps in the ROI Methodology
- Plan next steps

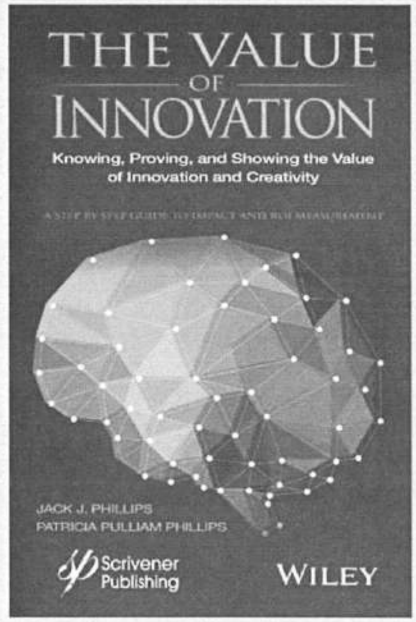
Who Should Attend

This workshop is designed for individuals who are organizing and implementing innovation and creativity projects, funding these programs, supporting innovation projects, and who track, monitor, and support innovation and creativity in their organizations will find this workshop valuable. Individuals who should attend are program or project managers, executive and administrators, project team members, researchers, professors, and consultants working in the innovation areas.

Materials

All participants will receive a detailed workbook which includes tools, resources and case studies; the book The Value of Innovation, and two job aids.

ROI INSTITUTE®



Facilitators

Jack J. Phillips, Ph.D

Jack Phillips, Ph.D., is chairman of ROI Institute, Inc. Former bank president, Phillips is a world-renowned expert on accountability, measurement, and evaluation. Phillips provides consulting services for Fortune 500 companies and major global organizations. The author or editor of more than 75 books, he conducts workshops and presents at conferences throughout the world.

Patti Phillips, Ph.D.

Patti Phillips, Ph.D., is president and CEO of the ROI Institute, Inc., the leading source of ROI competency building, implementation support, networking, and research. A renowned expert in measurement and evaluation, she helps organizations implement the ROI Methodology in 65 countries around the world. Phillips has authored dozens of books on accountability.

Innovation is everywhere, in every direction we look, in every type of organization, and in almost every part of the world. Leaders are obsessed with innovation, politicians cheer innovation and desire more of it, consumers demand innovation, investors reward innovation, and media coverage of innovation is relentless.

This visibility and popularity translates into billions of dollars being pumped into all types of innovation efforts. Visibility brings out the critics who expose glitches and concerns. Lack of success and high failure rates bring out even more critics. All of this creates the need to show more results.

Need for A New System

An innovation evaluation process must meet these requirements:

1. The process must systematically show the value of the innovation process as it unfolds logically.
2. The process must be dynamic, to make adjustments along the way, as enablers and inhibitors are identified.
3. A variety of data is necessary, ranging from qualitative to quantitative, taken from different sources in different time frames.
4. Both financial and non-financial data are needed, which means that the financial ROI must be an important part of the process to be CFO-friendly.
5. The hard-to-measure and hard-to-value measures are still important and need to be an important part of this process.
6. The process must be able to predict success before the innovation project is implemented in a ROI forecast, as well as a follow-up ROI evaluation.
7. The process must be based on sound theories and theoretical frameworks. It must be researcher- and professor-friendly.
8. It must have standards that guide the use of the process and these standards must be conservative for executives to buy into, and support, them.
9. The process must be user-friendly, void of complicated mathematics and long, complicated tasks.

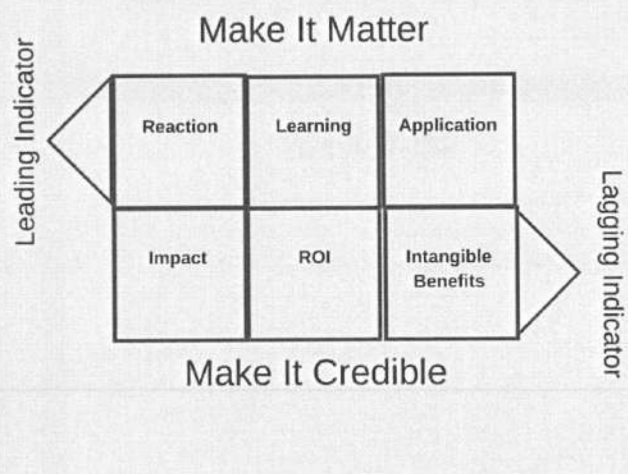
When these are considered, the ROI Methodology developed by the ROI Institute meets these requirements.
The ROI Methodology has become the most-used evaluation system in the world. It is built around three pillars: 1) It is user-friendly, not overly complicated or complex; 2) It is based on sound principles, using an enhanced logic model, and is very reliable and valid from a research perspective; 3) Finally, it is CEO- and CFO-friendly, producing data that passes the scrutiny of the CFO and provides data that top executives can support.

This workshop presents a results-based approach to innovation implementation, focusing on a variety of measures that are categorized into six data types:

1. Reaction and Perceived Value of Innovation
2. Learning and Confidence to Know How to Make Innovation Work
3. Application and Implementation to Make Innovation Work
4. Impact, the Consequences of the Innovation
5. Return on Investment in the Innovation Project
6. Intangibles Linked to the Innovation Project

Connected to it is a step-by-step process for identifying, collecting, analyzing, and reporting all six types of data in a consistent manner that leads to credible results.

ROI INSTITUTE®



Credibility is Key

The Value of Innovation focuses on building a credible process—one that will generate a balanced set of data that are believable, realistic, and accurate, particularly from the viewpoint of sponsors and key stakeholders. More specifically, the methodology presented in this book approaches credibility head-on through the use of

- Balanced categories of data
- A logical, systematic process
- Guiding principles, a conservative set of standards
- A proven methodology based on thousands of users
- An emphasis on implementing the methodology within an organization to ensure that the process is sustained
- A procedure accepted by sponsors, clients, and others who fund projects

This workshop explores the challenges of measuring the hard-to-measure and placing monetary values on the hard-to-value. It clarifies much of the mystery surrounding the allocation of monetary values. Building on a tremendous amount of experience, application, practice, and research, the workshop draws on the work of many individuals and organizations, particularly those who have attained the ultimate levels of accountability using the ROI methodology.

A Variety of Innovation Applications

Term	Example
Product	A new or enhanced product
Project	A reengineering project for the plastics division
System	A fully interconnected network for all braches
Initiative	An innovative faith-based effort to reduce recidivism
Policy	A new preschool plan for disadvantaged citizens
Procedure	A new scheduling arrangement for truck drivers
Event	An innovative healthy living event
Meeting	U.S. Coast Guard innovations conference
Program	Innovative leadership for senior executives
Process	Sampling to improve product quality
People	Staff additions in the R&D center
Tool	An innovative approach to selection for the hotel staff

Regardless of what type of innovation, whether it is internal, working with employees, an R&D Center where new products are developed, or the breakthrough innovation that is the basis of the company, this methodology will show how to know, prove, and show the value of innovation.

For More Information

call	1-205-678-8101
email	info@roiinstitute.net
website	www.roiinstitute.net

ROI INSTITUTE®

Measuring the ROI in Innovation

ROI Certification Process

Certification Components

Prework:
- Identify an innovation project for ROI evaluation
- Prepare for the basics

Workshop:
- Five days of content rich, interactive sessions
- The focus is on your project evaluation

Workbook and Materials:
- A valuable 300-page action-oriented workbook
- Several books to use as reference

Virtual Assistance:
- One-on-one help with your ROI evaluation
- Review and approval of your ROI study

Right to Use Materials at Work:
- You have the right to reproduce our materials and use internally with your clients and colleagues

Certified ROI Professional (CRP) Designation:
- A unique sought-after credential

Who Should Attend

This workshop is designed for individuals who are organizing and implementing innovation and creativity projects, funding these programs, supporting innovation projects, and who track, monitor, and support innovation and creativity in their organizations will find this workshop valuable. Individuals who should attend are program or project managers, executive and administrators, project team members, researchers, professors, and consultants working in the innovation areas.

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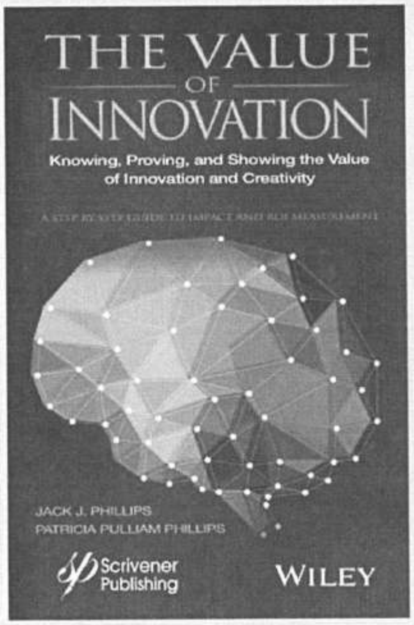

Facilitator

Jack J. Phillips, Ph.D.

Jack Phillips, Ph.D., is chairman of ROI Institute, Inc. Former bank president, Phillips is a world-renowned expert on accountability, measurement, and evaluation. Phillips provides consulting services for Fortune 500 companies and major global organizations. The author or editor of more than 75 books, he conducts workshops and presents at conferences throughout the world.

Materials

All participants will receive a detailed workbook which includes tools, resources and case studies; the book The Value of Innovation, and two job aids.

Innovation is everywhere, in every direction we look, in every type of organization, and in almost every part of the world. Leaders are obsessed with innovation, politicians cheer innovation and desire more of it, consumers demand innovation, investors reward innovation, and media coverage of innovation is relentless.

This visibility and popularity translates into billions of dollars being pumped into all types of innovation efforts. Visibility brings out the critics who expose glitches and concerns. Lack of success and high failure rates bring out even more critics. All of this creates the need to show more results.

Need for A New System

An innovation evaluation process must meet these requirements:

1. The process must systematically show the value of the innovation process as it unfolds logically.
2. The process must be dynamic, to make adjustments along the way, as enablers and inhibitors are identified.
3. A variety of data is necessary, ranging from qualitative to quantitative, taken from different sources in different time frames.
4. Both financial and non-financial data are needed, which means that the financial ROI must be an important part of the process to be CFO-friendly.
5. The hard-to-measure and hard-to-value measures are still important and need to be an important part of this process.
6. The process must be able to predict success before the innovation project is implemented in a ROI forecast, as well as a follow-up ROI evaluation.
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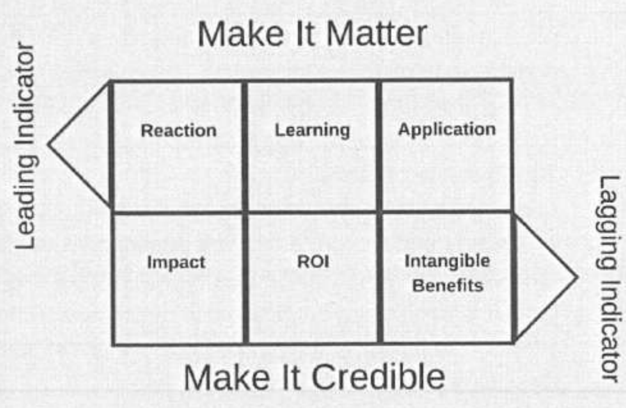

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MEASURING THE IMPACT AND ROI OF ENGAGEMENT

An Interactive Research Project

WANT TO MEASURE THE IMPACT AND/OR ROI OF YOUR ENGAGEMENT INITIATIVE?

Join TEI's research working group to measure the success of your engagement initiatives. Led by Jack and Patti Phillips, this session will include exercises and activities that will help participants connect engagement to business results. Virtual and in-person sessions will prepare participants to complete an evaluation study.

DEMONSTRATING THE IMPACT OF ENGAGEMENT INITIATIVES

This optional research is intended to help TEI Research Fellows demonstrate the business impact of investing in programs and projects that drive employee engagement. By completing this project you will be able to:

- Align employee engagement initiatives to business needs
- Determine the impact (and possibly ROI) of a program or project implemented to improve employee engagement.
- Transfer the knowledge and skill gained through the research project to other programs.

THE VALUE OF ENGAGEMENT

The evaluation of engagement has evolved over several decades and generally involves three major categories of research as shown in Figure 1. Beginning with a logical analysis, research has moved to exploring relationships between engagement and other variables and then on to ROI analysis where the monetary benefits of engagement are compared to the costs of engagement initiatives.

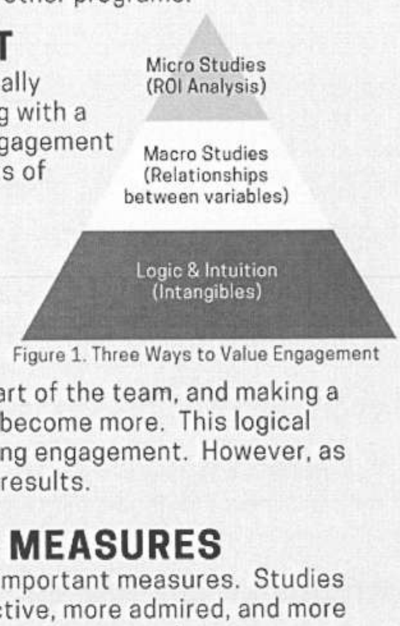

Figure 1. Three Ways to Value Engagement

THE LOGICAL APPROACH

As almost every executive would agree, if employees are more engaged in terms of assuming more responsibility with increased accountability, taking more control over what they do, being more involved in the decisions of the organization, assuming ownership of their work, feeling a part of the team, and making a meaningful contribution, then they will logically do more, produce more, and become more. This logical Initiative framework is still important as a rationale for supporting and funding engagement. However, as the investments grow, executives become more restless and request more results.

CONNECTING ENGAGEMENT TO OTHER MEASURES

Many studies have been developed connecting engagement to a variety of important measures. Studies have found that companies with high levels of engagement are more productive, more admired, and more successful. Individual studies show a correlation between engagement and measures such as productivity, sales, safety, retention, customer satisfaction, and profits. These studies are often labeled as macro studies because they take a review of the entire organization or in some cases cut across several organizations as a whole. While this is helpful for executives to see that there are linkages between engagement and important business measures, there is nothing like having more precise data that leads to the next level of research and application.

Website: www.roiinstitute.net ○ Email: info@roiinstitute.net ○ Phone: 205-678-8101

Certification Objectives

Reaction

Provide participants knowledge and skills that are:

- Relevant to their job
- Important to their current job success
- Immediately applicable
- New to their understanding of accountability
- Relevant to their colleagues in similar job situation

Learning

Enable participants to:

- Describe the five critical components of a successful evaluation practice
- Identify the five levels of evaluation
- Explain the ten steps in the ROI Methodology
- Follow the twelve guiding principles
- Plan and execute an ROI evaluation project
- Calculate and explain the difference in the benefit-cost ratio (BCR) and the return on investment (ROI)
- Communicate the results of an ROI study to various stakeholders
- Implement the ROI Methodology within their organization

Application

Support participants as they:

- Build support for the ROI Methodology in their organization
- Complete their initial ROI evaluation project
- Plan and implement future ROI projects
- Revise/update internal evaluation strategy/practice
- Brief/teach others in the ROI Methodology
- Change the way they propose, implement, and evaluate programs, processes, and initiatives

Impact

Enable participants to realize positive consequences as a result of applying what they learn, such as:

- Improving program effectiveness
- Improving program efficiencies
- Expanding successful programs
- Redesigning or discontinuing ineffective programs

ROI INSTITUTE®

Why?

1. Focused.
The content is rich with examples, tools, techniques, case studies, and templates to make it easy to collect and analyze powerful data. Participants often leave this workshop indicating that this is the most important workshop in their professional career.

2. Proven.
The ROI Methodology is built on application and process improvement. Beginning with the first studies in the 1970s, the process has been refined, enhancements added, process models developed, and an impressive list of applications. It meets the needs for executives, professional evaluators, and users alike. Over 5,000 organizations are now using this methodology to conduct ROI Studies on all types of projects and programs.

3. Practical.
This workshop is not based of the success of another theory, but in practical processes. Mathematics are basic. There are no confusing theories, time-wasting trivia, and certainly no touchy-feely stuff in this workshop. Participants are taught how to use this methodology in their world, designed around their projects. They learn how to do an ROI study and they prove it after the workshop.

4. Grounded in reality.
When it comes to analytics and ROI, it is sometimes difficult to stay realistic or relevant. This workshop is based on a proven methodology with standards that are conservative, consistent, and credible. These standards have evolved and new ones have been added over time, all approved by the users. It has been designed, shaped, modified, and enhanced by its users. All of the examples, applications, and case studies are real situations. It is nothing but reality.

5. Cost effective.
When considering books, workbooks, jobs aids, skills acquired, five-days of valuable facilitation, online access, the right to use materials, and the designation of Certified ROI Professional, this is a bargain. Compared to other certifications, this is the most cost-effective certification. This is not just a one-time workshop. This is an ongoing learning opportunity.

ROI INSTITUTE®

Why?

6. Endorsed by executives and organizations.

This methodology has been approved and endorsed by top executives and Chief Financial Officers (CFOs) in many organizations. Sometimes the CFP is involved in implementing this process in an organization. Over half of the Fortune 500 companies have endorsed this methodology. Over 20 professional associations have endorsed it, such as the Association for Talent Development (ATD), Society for Human Resource Management (SHRM), and the International Public Manager Association (IPMA) to name a few. Many non-governmental organizations have also endorsed it, such as the United Nations. Over 25 federal governments, including the USA, Mexico, Canada, UK, Singapore, Australia, Chile, Italy, and Egypt have endorsed the methodology. These endorsements are not sought, but came from those organizations after they saw the power of the methodology.

7. Sought-after designation.

The Certified ROI Professional is now a sought-after designation in many professional fields, particularly the Human Capital area. Since the first 5-day certification was conducted in 1995, over 10,000 managers and professionals have participated in ROI Certification, with 4,000 actual CRPs. This certification is a work-product certification so that the employers and clients know that participants can conduct an ROI study. Certified ROI Professionals report that they have been able to translate this designation into new job assignments, new responsibilities, promotions, and salary increases. Some have indicated that certification has been a factor in keeping the job in the face of layoffs.

8. Designed and delivered by thought leaders.

This workshop was designed by the founders of ROI Institute, Jack and Patti Phillips, and it is delivered by senior executives of ROI Institute. The workshop is constantly updated. Jack and/or Patti are usually involved in each of the certification workshops, along with other team members. Each facilitator has years of experience in using ROI in top organizations, extensive publications, and consulting experience with a variety of audiences.

9. Immediately applicable.

The tools, processes, and skills learned in this workshop can be applied immediately. Some participants make adjustments during the workshop, modifying the process, policies, and practices of their respective organizations. The ROI Methodology can be used to evaluate existing programs or new programs. Ideally, the time to start the evaluation process is at the beginning of a program.

10. Valuable takeaways.

Participants have many takeaways, including: 4-5 books provided tailored to the participants industry or application, a detailed workbook with places for notes and actions, models and application guides, 15-20 case studies in the area of their interest, at least a dozen articles, archived webinars, templates, and downloadable tools. Research generated by ROI Institute is available to participants at no cost and membership in the ROI Institute exclusive members- only website is provided at no charge.

ROI INSTITUTE®

MEASURING THE IMPACT AND ROI OF ENGAGEMENT

An Interactive Research Project

THE ROI CONNECTION

In today's climate, when executives are asked to support programs that are expensive and designed to make the employees more engaged, a common request is "What's the ROI on this?" This type of request has led to many studies in organizations on a sample of individuals measuring the success of an employee engagement initiative. This is a micro analysis. As employees engage more, five levels of outcomes are monitored, including the ROI

DATES

Virtual Impact Study Kick-Off
February 6: 1:00 - 3:00 Eastern

- Introduction to ROI Methodology
- Identify a program, project, or intervention you recently implemented or plan to implement to address employee engagement gaps

In-Person #1
February 22: 1:00 - 5:00 Eastern

- Plan program evaluation
- Plan project timeline

Virtual Impact Study Session #2
March 16: 1:00 - 3:00 Eastern

- Project Update

In-Person #2
April 26: 1:00 - 5:00 Eastern

- Project Update
- Focus on Data Analysis

Virtual Impact Study Session #3
June 1: 1:00 - 3:00 Eastern

- Project Update

In-Person: #3
June 21:: 1:00 - 5:00 Eastern

- Project Update
- Focus on Reporting

Virtual Impact Study Session # 4
September 7: 1:00 - 3:00 Eastern

- Project Update
- Preparation for November Report out

FACILITATORS

Dr. Patti P. Phillips

Patti Phillips, Ph.D., is President and CEO of ROI Institute, Inc., the leading source of ROI competency building, implementation support, networking, and research. A renowned expert in measurement and evaluation, she helps organizations implement the ROI Methodology in 50 countries around the world. Phillips has authored dozens of books on accountability.

Dr. Jack J. Phillips

Jack Phillips, Ph.D., is Chairman of ROI Institute, Inc. He is a world-renowned expert on accountability, measurement, and evaluation. Phillips provides consulting services for Fortune 500 companies and major global organizations. The author or editor of more than 75 books. Phillips is a former HR Executive and Bank President.

Website: www.roiinstitute.net ○ Email: info@roiinstitute.net ○ Phone: 205-678-8101

Making Human Capital Analytics Work

With tight budgets and competition for funds, it is imperative that the human resource function adds value to the organisation. When they add value, it must be measured in a variety of different ways and reported to the executives who fund the various projects and programmes. To accomplish this, most organisations have created a human capital analytics function to connect HR to important impact measures. This comprehensive and interactive one-day workshop will show how human capital analytics is working in organisations. Beginning with the definition of human capital analytics, the workshop explores:

- The types of human capital analytics projects
- How they are selected
- How they are managed
- How the data are used and
- How the data are reported.

This workshop will also demonstrate how successful human capital analytics functions survive and thrive in organisations. This session takes the mystery out of this important topic, building on the best-selling book, *Making Human Capital Analytics Work: Measuring the ROI of Human Capital Processes and Outcomes* authored by Jack Phillips and Patti Phillips (McGraw-Hill, 2014).

Jack J. Phillips, Ph.D.
Chairman

ROI INSTITUTE

Materials

Each participant will receive:

- 75-page workbook
- Book, *Making Human Capital Analytics Work: Measuring the ROI of Human Capital Processes and Outcomes*
- Two job aids

MASTERCLASS FACILITATOR

Dr. Jack J. Phillips is a world-renowned expert on accountability, measurement, and evaluation. Phillips provides consulting services for Fortune 500 companies and major global organizations. The author or editor of more than 75 books, he conducts workshops and presents at conferences throughout the world.

Phillips has received several awards for his books and work. The Society for Human Resource Management presented him an award for one of his books and honored a Phillips ROI study with its highest award for creativity. The American Society for Training and Development gave him its highest award, Distinguished Contribution to Workplace Learning and Development for his work on ROI. His work has been featured in the Wall Street Journal, BusinessWeek, and Fortune magazine. He has been interviewed by several television programs, including CNN.

Dr. Phillips regularly consults with clients in manufacturing, service, and government organizations in over 60 countries in North and South America, Europe, Middle East, Africa, Australia, and Asia.

Dr. Phillips has undergraduate degrees in electrical engineering, physics, and mathematics; a master's degree in Decision Sciences from Georgia State University; and a Ph.D. in Human Resource Management from the University of Alabama. He has served on the boards of several private businesses— including two NASDAQ companies—and several nonprofits and associations, including the American Society for Training and Development, the National Management Association, and the International Society for Performance Improvement, where he served as president.

Making Human Capital Analytics Work

Agenda

Morning

Introduction & Readiness to Learn
- Masterclass Objectives & Expectations
- Case Application
- The Business Case for Analytics

Overview of Human Capital Analytics
- Types of Projects
- Selection of Projects

HCA Planning
- Developing Objectives
- Case Application
- Business Alignment
- Staffing
- Budgets

Afternoon

Data Collection
- Data Collection Overview
- Collecting Data During Programmes
- Collecting Data on Follow-up
- Sampling for Data Collection
- Case Application

Data Analysis
- Data Analysis Overview
- Relationship Between Variables
- Predictive Models
- Converting Data to Money
- Costs/ROI
- Forecasting ROI
- Guiding Principles
- Intangible Benefits

Reporting
- Communication of Results
- Using the Results

Implementation Issues
- Implementation Issues
- Success Factors for HCA Practice
- Planning Next Steps
- Conclusion and Q&A

Benefits of Attending

- Equip with the knowledge, tools and techniques to gain a practical understanding and application of Human Capital Analytics
- Assess your organisational-readiness with respect to HC analytics
- Learn how to calculate the tangible value of your HR programmes and link your HR programme with business outcomes
- Build the knowledge and skills needed to choose the right data, measures and metrics required to express your objectives in clear financial terms
- Translate your findings into a "story" that frames the impact to your business in a meaningful way and get management buy-in

Module 4:
Teaching Tips

Teaching to a Diverse Audience - Exercise

Supporters

What is your strategy to tackle each of these individuals to ensure that their energy and activities are channeled properly? What would you do to ensure that their involvement is positive and what do you do to gain and enhance their support?

1. The Sponges

2. The Respected Ones

3. The Smart Ones

4. The Experienced Ones

5. The Cheerleaders

6. The Detailers

Teaching to a Diverse Audience - Exercise

Detractors

What is your strategy to tackle each of these individuals to ensure that their energy and activities are channeled properly? What can you do to ensure that their destruction is minimal? Could you turn them into supporters?

7. The Clueless

8. The Prisoners

9. The Egomaniacs

10. The Challengers

11. The Know-It-Alls

12. The Naysayers

The Six Toughest Topics to Teach

Teaching ROI can have some challenges, and several topics often appear to be difficult to teach. These are:

1. Achieving business alignment using the V Model
2. Overcoming the fear of ROI
3. Collecting post-project data at Levels 3 and 4
4. Isolating the effects of a program on the data
5. Converting data to monetary values.
6. The ROI – its meaning, abuse, and misuse

From this list, select the topic that is of the greatest concern to you. Plan to teach that segment using the materials in the anchor workshop from Module 2. Outline the approach that you will take and be prepared to teach a one-hour segment on that topic.

Teaching ROI to a Diverse Audience

Background

Teaching ROI is different from teaching many other topics. The topic of ROI often stirs up emotions and anxiety for both the facilitator and participants. Individuals bring to ROI sessions a variety of expectations and perspectives. Sometimes motives and hidden agendas drive their attendance. Successfully navigating through a workshop with diverse points of view can challenge even the most experienced facilitator.

This document describes some of the characteristics of participants attending ROI workshops. It offers tips on how to work with them in a positive way. The challenge is to be inclusive, while, in some cases, influencing change in the potentially disruptive perspectives. Above all, however, the challenge is to maximize learning of the entire group.

Below are some of the characters we encounter in ROI workshops. You will encounter them as well. During the past two decades of teaching ROI, every one of these individuals, and in extreme cases all, show up in the same workshop. You will recognize them when you meet them. Be prepared to work with them in an effective way.

The Prisoners

Description

Prisoners are the unwilling participants. For whatever reason, they do not want to participate in an ROI workshop. They are forced to attend either by their immediate manager or another executive in their organization. Their preference is to be elsewhere. They do not want to learn. Sometimes they volunteer to come, but they still feel like prisoners. They attend because everyone else is involved and, consequently, they feel pressure to be involved as well. To be absent would be noticeable; rather than disappointing their leaders, prisoners reluctantly attend.

Actions

The challenge is to make sure the prisoners do not adversely influence the rest of the group. Specific techniques can vary with the individual, but the following actions will prevent any negative influence their attitude may have on the group.

1. Engage them in the learning process as much as possible.
2. Recognize them for any contribution they make, regardless of how slight.
3. Continue to position the ROI process as relevant and valuable to their personal situation and organization setting. Emphasize the process improvement perspective of ROI to dispel any fear they may have regarding the use of ROI.
4. Show that ROI is a trend many others are following.
5. Convince them that ROI is a must in today's organizations.

The Clueless

Description

Clueless participants are those individuals who know little about ROI. The concept is new to them; they appear puzzled and lost. They often appear glazed-over, staring into oblivion. ROI may be a topic completely over their heads. They don't know what they don't know; and, even worse, they don't know if they can know. They may not realize why they are there or more importantly, how this topic applies in their work.

Actions

While this person may never have the capacity to conduct comprehensive ROI studies, every effort should be made to bring them to the point of at least understanding the basic concepts of ROI. It may be impossible for this person to become an expert in the ROI Methodology; however, he or she needs attention. Here are some actions to support the participants lacking a basis for participating in the workshop.

1. Pair this person with someone who appears to be knowledgeable about ROI and willing to help this person.
2. Break down the complex issues into simple detail.
3. Keep the presentation of key issues brief and to the point.
4. Avoid expending too much time with this person, as it may be detrimental to the engagement of the rest of the class.

The Egomaniacs

Description

Egomaniacs constantly talk; they like to hear themselves. Their exaggerated self-importance is evident. They want to discuss where they have been and with whom, what they know, and what they can do. While they may have vast experience and expertise, these are the people who just can't seem to get over themselves, thereby thwarting any potential admiration from other participants. Egomaniacs try to impress the entire group, particularly the facilitator, with just the opposite effect.

Actions

As a facilitator, the challenge is to make sure this person doesn't take up too much air time. Here are some tactics to help you deal with the egomaniac.

1. As with any participant, agree with some of their comments if they are feasible and applicable. This will give them some of the much needed personal validation.
2. Quickly divert attention away from this person, when they have taken over the show.
3. Stick with facts and issues, rather than following this person down the bunny trail.
4. When they are talking too much, say something like, "Let's hear from your partner."
5. Avoid putting them too high on a pedestal; this often encourages them to be more outspoken and talkative.
6. Avoid belittling or talking down to them, as this will easily shut them down entirely, preventing them from adding value and perhaps turning them off of the topic completely.
7. Consider the possibility of having them lead an assignment, report out for the group, or teach a part of the process. This puts them in a leadership role, demonstrating their relevant knowledge, and providing them much needed validation.

The Challengers

Description

Challengers are those who challenge the ROI process including all of the underlying assumptions, steps, and methods. These participants essentially think they know more than the facilitator based on previous experience. Much of the time, they have studied little, if any, of the material. Challengers often assume that ROI can't be measured; if so, they would have already measured it. They know of other people not doing it or they prefer some other theory or practice that often conflicts with the ROI Methodology. They may have advanced degrees and much experience. Challengers can be disruptive as they often spend time criticizing the process while not adding credible or realistic alternative solutions.

Actions

Challengers need to be handled delicately, because they may be respected in the group. The following actions are recommended:

1. Try to uncover the root causes of their challenges. Is it because of his or her experience, or some other person's viewpoint? You can explore this by asking "What is the basis of your perspective?"
2. Listen to their particular challenges. They are often based on misunderstandings and occasionally hit on an important key point you want address
3. Clearly state the ROI Institute's position on the challenge and the basis for it.
4. Example: They may say, "There is no way you can isolate effects of a soft- skilled program." We would respond, "We do and many others have. Let me explain." Then briefly explain the different techniques, with a promise to cover them in detail later if that particular moment is inappropriate.
5. Sometimes these individuals may have to be confronted. A conversation at break might keep them from being so disruptive.
6. Ask them to "bear with us" as we go through this, and save their challenges until the end.
7. Challengers often surface during exercises when they have answered incorrectly. They want to "stick to their guns" because there is no way they can be wrong. It may be best to say "We understand your viewpoint, but this is our position and why."

The Cheerleaders

Description

Cheerleaders are the participants who are just plain happy to be there. They say nice things about ROI and the program. Typical comments are, "This is great stuff." "I am pleased to be here." "You're great." "The world is great." "ROI is great." and "This has been my lifelong dream." ...you get the picture. You love to have cheerleaders in the workshop, because they lighten the load. But they can often be disruptive. Appropriately channeling the energy of this participant is important.

Actions

The danger of cheerleaders is that they may take too much time asking questions or engaging in a discussion. This behavior sometimes leaves the impression that they lack the fundamental knowledge necessary to be competent with ROI. They are often "professional learners" and ROI is one of many topics they've always wanted to learn. Here are specific actions to take to manage and encourage the cheerleader:

1. Don't provoke cheerleaders often because they tend to speak up without prompting.
2. Use cheerleaders to validate their experience with an issue.
3. Call on them when there is a controversy stirring in the group.
4. Pair them with individuals who have a different point of view.
5. Pair them with the prisoners, in an attempt to bring some level of enthusiasm to prisoners' perspectives.

The Detailers

Description

Detailers like, well, detail. They want more information and always want to know how things work. They want a case study, an example, a tool or template, and a step-by-step process. Their interest can bring on engaging discussion, but their interest in the smallest details can detain progress with the content.

Actions

Detailers are positive in the sense that they want to know exactly "how to do it". Their actions display eagerness to ensure they can apply all of the ROI concepts. They intend to use ROI and they want the necessary steps to do so appropriately and accurately. Here are some specific actions that will help you work with the detailers:

1. Respond to the detail whenever it is appropriate and does not take too much time.
2. If detailers are asking for too much information, ask them to wait until the end of the workshop and provide a list of the things they need.
3. Provide additional references where more detail is available.
4. Point them to a particular case book or book chapter where their issues can be addressed.
5. Detailers are excellent scribes for exercises, because they are so detail-oriented. They are also great spokespersons for their group. Assign them to these types of roles and they will serve their team and the entire group well.
6. The worst thing we can do is refuse to provide more detail. We must respond to their questions and concerns, but in a well-managed way.

The Sponges

Description

Sponges absorb everything and hang onto every word. They want to see everything, but not necessarily in as much detail as the detailers. Absorption is their key. They want to talk to you during break, lunch, and after the session. They want to connect with you after the workshop. They want to be your Facebook friend and follow you on Twitter.

Actions

Sponges are positive participants, but need to be managed properly. Specific actions to help sponges absorb information without soaking up the workshop are:

1. Recognize and appreciate their eagerness to absorb and learn the material.
2. Provide them with information in a reasonable amount of time.
3. It might be best to schedule a time to meet with them so they don't take too much time of every breaking hour.
4. If they ask too many questions, you might suggest that you will answer it during the break.

The Smart Ones

Description

The smart ones are the participants who understand ROI quickly. They connect the dots to see how it works. They see it as a rational and logical process. They are quick to absorb material and always looking ahead. They are really learning the content of the workshop. Perhaps they already knew about the process, but they are quickly becoming experts.

Action

Sponges are positive forces and need to be called on and recognized, but not too much. They can become bored if not utilized properly. Specific actions to help you work with these participants include:

1. Let them summarize a key point.
2. When they make comments, recognize, confirm, and show appreciation.
3. Call on them to reflect and summarize, or otherwise take a leadership role.
4. Ask them to volunteer for assignments beyond the session.
5. Ask them to provide more detail and examples to the class later.

The Experienced Ones

Description

These participants have much experience, perhaps not with ROI but in their functional area. They are seasoned professionals who understand the function and the need for and role of ROI. They may be the sages in the group, i.e. they have wisdom based on where they have been and what they have done.

Action

This is another positive group of participants. They should be used routinely during the learning process. Some specific actions are:

1. Recognize the experience of this group and compliment these individuals.
2. Ask for their input and perspective on a particular issue.
3. Have them summarize where we are with an issue or topic.
4. Have them explain why this is an important issue at this time.
5. Have them address conflicts or debates that may occur, contributing their perspective.

The Respected Ones

Description

These participants command respect because of their position or authority in their organization, their academic achievements, the fact that they have written a book, or they may be the most senior leader in the workshop. Because of the respect they command, they can be powerful forces in the workshop.

Action

hese individuals need to be brought into the process and become fully engaged in discussions. Specific actions to take advantage of the respected individuals include:

1. As soon as possible, recognize and compliment these people on their accomplishments.
2. Bring them into discussions. Their point of view is important and should be solicited from them.
3. When there are controversial debates or issues, seek out their perspective.
4. Pair these individuals with those who are inexperienced, struggling, or need help.
5. Be careful to protect the respect and ego of this group. When they respond incorrectly to an exercise, be diplomatic when letting them know they correct answer.
6. Avoid confrontation with these participants.

The Know-It-Alls

Description

Not too unlike the egomaniacs, these participants thrive on sharing their knowledge—not only on ROI, but everything else. They are constantly reminding others how smart they are and what they know. They may have a Ph.D. or experience, but often their knowledge does not match their proclamations.

Actions

The key with the know-it-alls is to manage air time without diluting their enthusiasm for the process. Specific actions that will help you work with this participant group include:

1. Avoid calling on these individuals too often.
2. Reinforce their comments only if they are positive and add to the discussion.
3. If these participants are taking up too much air time, ask them to give others an opportunity to respond.
4. When these individuals say something that is incorrect, correct them in a diplomatic way in order to avoid confrontations or disagreements.
5. Challenge their energies properly so that you can take advantage of what they have to offer.

If someone else challenges an issue, perhaps it is best to give it to the know-it-all. If there is a difficult question, it should be explored with them. This keeps them engaged while challenging their thinking and their knowledge.

The Naysayers

Description

Naysayers are negative on every point. They will find fault with everything and their favorite expression is "that will not work in the real world" or "this will never work in my organization" or "that will never work in practice". They are often bitter and their focus is entirely on what won't work instead of what will work.

Actions

These participants can be toxic. They can easily put a damper on the learning process and progress with content. Their time should be limited and their influence should be minimized. Turning a naysayer into an advocate is an ideal outcome of engaging with them. Specific actions to help you work with naysayers include:

1. Minimize the time that they take in the workshop.
2. Call on them occasionally, but especially if you see them coming over to the positive side.
3. Ask for counter positions from others who are convinced that the naysayers are incorrect in their thought process.
4. Support rebuttals with facts. Describe how the particular issues work and provide specific names of organizations and individuals who have made them work.
5. Pair naysayers with cheerleaders, experienced ones, or respected ones who can help these participants during the workshop. Privately attempt to change the perceptions and attitudes of these individuals. Conversations at lunch or break may make a difference. Sometimes they behave negatively to get much-needed attention; this attention can make a difference.

Summary

There you have it. The characters described here represent participants who can potentially spoil or enhance a workshop. While you may characterize these people differently or you may have seen others, these are the participants you will surely meet as you continue to teach the ROI Methodology. Appropriately managing this diverse group of characters can result in a lively, engaging, and effective ROI workshop.

Activities versus Discussions

Unlike many workshops, the ROI workshop will contain a substantial amount of content. This always creates an issue regarding how many activities should be included. Usually, an interactive game, activity or exercise takes time, and some content is learned. However, the inclusion of too many activities takes away from content. Unfortunately, lectures with discussion do not keep the participants fully engaged; therefore, there must be activities. The key is to select activities that are very efficient and keep participants involved while maximizing learning. Activities such as simple case studies, matching exercises, and basic problem-solving often help people grasp the ROI concept. Here is a list of the types of activities recommended in ROI workshops:

1. Short Case Examples
   - Wells Fargo

2. Thought-Provoking Questions
   - How can we take a short cut with this and still be credible?
   - How does this fit into your practice?
   - What challenges do you see with this?
   - How would you make this work?

3. Forced Ranking Exercise
   - Data collection
   - Isolation
   - Conversion

4. Multiple Choice Questions
   - Assessment Instruments

5. True/False
   - ROI quiz

6. Fill in the Blank

7. Best Practice/Role Model
   - Joan Kravitz

8. Problems to be Solved
   - ROI calculation

9. YouTube Videos
   - Wisdom of crowds

10. Benchmarking
    - ROI use as part of analytics

11. Reflections/Key Concepts
    - End of case
    - End of module

12. Action Items
    - Action Plan

13. Detail Case Studies

- 30 examples
- Your examples

14. Practice with Your Project

Customizing To Your Audience

Clients usually want an ROI workshop to be focused directly on their needs. While this is not always possible, it is recommended. Customization requires a determined and clear understanding of the depth of the ROI knowledge or skills needed, and the particular area of focus. Generally, three major issues must be addressed that will affect customization.

The Need for Information

Some participants just need an overview. They want to understand basic ROI concepts and perhaps gain some conversational knowledge of ROI. They may change their perception and thinking about ROI. These participants are often making a decision to explore ROI in more detail or they need information to properly support it.

Other participants need to gain basic skills to use ROI. Basic skills involve writing objectives, achieving business alignment, and collecting follow-up data. The intermediate skills involve a little more with ROI, and focus on planning for evaluation, isolating the effects of programs, and converting data to money.

Finally, advanced skills are desired for participants who want to know how to conduct an ROI study. These participants often attend a three-day workshop and/or ROI certification.

The Audience

The second area where workshops need customization is with the audience. Learning and development, human resources, performance improvement, leadership development, coaching, organizational change, organizational development, and consulting are all common focus areas for ROI workshops. Outside of this arena lie technology, quality, marketing, meetings and events, and green and sustainability issues, to name a few.

At times it is the organizational setting that makes a difference. The professional setting and the type of organization determine the appropriate tailoring necessary for the particular audience. Nonprofits and public sector are different from private businesses. Healthcare firms are unique in the way they want to learn and pursue ROI. Educational institutions have their unique issues as well.

Time Allotment

Finally, the length of time available is an important customization feature. The approach is usually to pack in as much content as possible in the time allotted. Some participants will only attend a half-day briefing. A one-day workshop will suffice for others. Still, the most common workshop is a two-day workshop. A few want three-day workshops in order to dig a little deeper, and some want certification after they are convinced that this is the right methodology for them.

Building Confidence to Teach

While gaining confidence to teach is an important issue when facilitating any type of topic, this becomes a particularly critical area for ROI. On the surface, ROI appears to be complex, confusing, and too difficult for people to understand. In reality, it is a systematic, logical, rational process that can be easily learned. To teach ROI requires a few sequential processes.

Start Small

First, start small by conducting an hour or hour-and-a-half briefing, then move quickly to a half-day workshop. Within a month, try to move to a full-day workshop, and ultimately to a two-day workshop. This will build confidence in a gradual progression.

Practice

The second issue is to practice, practice, practice. The more briefings you can conduct, the better you will be. Try different audiences, varied interests, and diverse needs as you migrate from hour-and-a-half briefings to two-day workshops.

Build Experience

The third item involves building experience with ROI use. To teach ROI, ideally you must have conducted ROI studies. The more studies you can conduct, the more confidence you will have when teaching this Methodology. You may need to conduct some studies at little or no cost to the client in order to build confidence.

Study

Finally, building confidence comes from studying as much as possible – reading articles, books, and case studies, examining teaching notes, and becoming as familiar as possible with ROI implementation. The challenge is to move from a casual level of understanding to a deep understanding of the ROI issues.

Module 5:
Use of Case Studies

Patricia Pulliam Phillips PhD and Jack J. Phillips PhD

Investing in Human Capital

ROI Case Studies

Case Studies Describing the Impact and ROI
in a Variety of Programs, Projects, and Initiatives

Investing in Human Capital: ROI Case Studies, 2016

Table of Contents

PREFACE

This collection of ROI case studies represents the use of the Phillips ROI Methodology® in a broad range of applications in the human resources, learning and development, and performance improvement fields. Each case follows the methodology and describes in detail how it was used to show the value of a particular project, program, or initiative.

These case studies have been selected for use in ROI workshops, briefings, and in the Certified ROI Professional (CRP) certification processes. They are designed to be teaching tools. Most cases were originally published in another document, either for The Association for Talent Development (ATD, Alexandria, VA), The Society for Human Resource Management (SHRM, Alexandria, VA), or John Wiley. Special thanks go to these publishers for allowing us to reprint these useful studies in this special edition for use in our learning process.

The ROI Methodology

The ROI Methodology is now the most used evaluation system in the world, adopted by 5,000 organizations in 65 countries. Over two-thirds of the Fortune 500 companies, 26 federal governments, and large NGOs such as the United Nations are using it. Over 100 universities are using this, along with 300 healthcare-delivery organizations funded by both public and private entities. The methodology is appropriate for all types of human capital programs and particularly soft skills programs.

Target Audience

This book should interest anyone involved in human resources, learning and development, organization development, change management, consulting, and performance improvement. The primary audience is practitioners who are struggling to determine the value of programs and projects and to show how they contribute to the strategic goals of the organization. These practitioners are the ones who request more real-world examples. This same group also expresses concern that there are too many models, methods, and theories with too few examples to show if any of them has really made a difference. This publication should satisfy practitioners' needs by providing successful examples of the implementation of comprehensive evaluation processes.

Readers should find this casebook entertaining and engaging. Questions are placed at the end of each case to stimulate additional thought and discussion. One of the most effective ways to maximize the usefulness of this book is through group discussions, using the questions to develop and dissect the issues, techniques, methodologies, and results.

The Cases

The case studies we selected met specific guidelines. Each case study includes data that can be converted to monetary values so that ROI can be calculated. The selected case studies provide a method of isolating the effects of the program. The isolation step is necessary the true value of a program. The methodologies included in the case studies presented in this book are control groups, trend line analysis, forecasting, and participant and manager estimates.

Although there was some attempt to structure cases similarly, they are not identical in style and content. It is important for the reader to experience the programs as they were developed and identify the issues pertinent to each particular setting and situation. The result is a variety of presentations with a variety of styles. Some cases are brief and to the point, outlining precisely what happened and what was achieved. Others provide more detailed background information, including how the need for the program was determined, the personalities involved, and how their backgrounds and biases created a unique situation.

Acknowledgements

We would like to acknowledge the clients who allowed us to publish these case studies. We greatly appreciate the opportunity to learn from these clients as we have worked together in applying this methodology. In addition, we were assisted in the development of some of these cases by Dianne Hill (Chapter 1); Tim Renaud (Chapter 2); Al Pulliam (Chapter 4); Patrick Whalen (Chapter 5); Lisa Edwards (Chapter 13); Lizette Zuniga (Chapter 14); John Kmiec, Sandra Dugas, Cyndi Gaudet, Heather Annulis, Mary Nell McNeese, and Susan Bush (Chapter 21); Patsi Maroney (Chapter 22); John D. Piccolo (Chapter 23); Bruce C. Aaron (Chapter 24); Monica Myhill (Chapter 25); Emma Weber (Chapter 26); Claude MacDonald and Louis Larochelle (Chapter 27); and Matgorzata Mitoraj-Saroszek (Chapter 28) all of whom have been, associates or clients of ROI Institute.

For a variety of reasons, many of the clients have elected not to include their names or the names of their organizations. In today's competitive world and in situations where there is an attempt to explore new territory, it is understandable why an organization would choose not to be identified. Identification should not be a critical issue, however. These cases are based on real-world situations faced by real people.

We want to acknowledge the outstanding work of the ROI Institute Publishing Team. Hope Nicholas, director of publications, provided guidance and direction on the project, as well as the initial work. Hope is amazing as she manages our publishing program. Anita Azeta assisted with the project through editing and production. Without the excellent work of Hope and Anita, this book would not have become a reality. Thanks for your enormous contribution.

Suggestions

We welcome your input. If you have ideas or recommendations regarding presentation, case selection, or case quality, please send them to us. Contact us with your comments and suggestions at ROI Institute, P.O. Box 380637, Birmingham, AL 35238-0637, www.roiinstitute.net.

Patti and Jack Phillips
ROI Institute, Inc.

Teaching Notes for the Casebook

Module 6: Storytelling

Storytelling

Unlike more traditional commentaries on business results, our approach assumes that numbers cannot tell the whole story and that other means of communication are required to define and articulate the results. Stories are uniquely useful in their ability to bring people onto the same page and to organize information and present it in an efficient and accessible manner.

Stories foster empathy and connectedness, as they prioritize information and objectives. They provide a clear beginning, middle, and end. The narrative structure of a story is a teaching tool that can make complex data or relationships more easily accessible to an audience. Because the import- ant ideas are set in a metaphor that people can easily understand, both storytellers and listeners can move past arcane details and focus on the problem at hand. The immediacy of the story helps people track the important relationships while empathizing with the subject. This allows for a richer experience and fosters greater insight into the nature of the program, its place in the organization, and how the choices of the participants contribute to its success.[1]

Why tell stories? The simple reason is that they work. Here are eight of Paul Smith's ten most compelling reasons to tell stories, and he has much evidence to back them up:

1. Storytelling is simple.
2. Storytelling is timeless.
3. Stories are contagious.
4. Stories are easier to remember.
5. Stories inspire.
6. Stories appeal to all types of learners.
7. Stories fit in the workplace where most of the learning happens.
8. Telling stories shows respect for the audience.

It's important to use a logical structure to develop stories. Although the structure can vary, here's an efficient checklist, from a story- telling expert, that is appropriate for most stories.

Reference

1. Mootee, Idris. *Design Thinking for Strategic Innovation: What They Can't Teach You at Business or Design School.* Hoboken, New Jersey: John Wiley, 2013.

<u>**Story Structure Checklist**</u>

Hook

- Why should I listen to this story? ☐

Content

- Where and when did it happen? ☐
- Who is the hero? (Are they relatable?) ☐
- What do they want? (Is that worthy?) ☐

Challenge

- What is the problem/opportunity? (Relevant?) ☐

Conflict

- What did the hero do about it? (Honest struggle?) ☐

Resolution

- How did it turn out in the end? ☐

Lesson

- What did you learn? ☐

Recommended Action

- What do you want me to do? ☐

Source: Adapted from *Lead with a Story* by Paul Smith (New York, NY: AMACOM).

<u>Story Elements</u>

Emotion

- Identify which emotions the characters or audience should be feeling. Use the "tell me", "show me", "Make me feel", and dialog techniques to develop the most important ones ☐

Surprise

- Beginning to get attention; End to seal it in memory. Lead with an unusual event, use flashback, skip one element in the context, or hide a critical fact until the end ☐

Dialog

- Replace scenes where you describe what characters meant with what they actually said (outer) or thought (inner) ☐

Details

- Replace generalities with specifics. Show, don't tell. Pick one important scene and describe it in vivid detail. Use metaphors ☐

Length

- Leadership: 2-5 minutes to tell (300-750 words). Sales: 1-3 minutes to tell (150-450 words) ☐

Accuracy

- Set expectations about accuracy of story. Would someone who was there be offended at your version? ☐

Delivery

- Oral: focus on the story, not physical performance. 5 or 6 filler words a minute is okay. Conversational tone. Written: write the way you'd like to speak – 15 words per sentence, small words, active voice, Flesch-Kincaid of 7-8 ☐

Practice and Save

- Stories should be unscripted and extemporaneous, not memorized. Walk and talk with imaginary friend to practice. Save your story in outline form ☐

Stories

1. Catholic Family Services (The need to be proactive with ROI)
2. I AM GOLD. (The need for ROI in soft skills. The need to be prepared for conversations.)
3. Sears vs. Belk. (Management's perception of Learning)
4. Heinz & Kraft (Cost vs. Investment)
5. NSA- Master's program (Need for accountability in government)
6. Garanti Bank – (Leadership for ROI Implementation)
7. National Bank of Egypt – (Removing the fear of a negative ROI)
8. Executive Coaching at Colgate Palmolive. (Fear of ROI)
9. New Jersey State Police Academy (Management support for ROI)
10. EDF Energy (The Definition of Learning Success)
11. Saudi Arabian Government Ministry (The need to be Pro Active)
12. The United Nations and Infant Mortality (The need for isolating effects of the program)
13. Tennessee Valley Authority (The need for level 5 evaluation and what to do with negative results)
14. The World Bank Executive Coaching (The need for objectives and alignment)
15. Rabobank (The need for alignment assessment)
16. Hertz Rent A car (The importance of effective briefing)
17. Joan Kravitz, NADM (The role model for Executive Briefing)
18. Park Café & Coffee Bar (ROI for small business)
19. American Family Life Insurance (The need for proper business alignment and forecasting ROI)
20. Unesco (Building ROI into the process)
21. Hilton Hotel (The Need for Very Clear Objectives and ROI on soft skills)

22. Visa Processing Unit, Dept. of State (How ROI works in converting data to money in the government)
23. CIBC Leadership Program (Converting a Soft Measure to Money)
24. Wells Fargo, Advanced Negotiation Program (Using level 1 forecasting to show value)
25. Eli Lilly-Diane Thomas (The use of Level 1 forecasting)
26. SAP – Jenny Dearborn (Business Alignment)
27. SAP – Education Business Unit (The Power of ROI)
28. Lockheed Martin – First ROI Study (Executive Requests for Accountability)
29. Whirlpool Corporation (Lack of Management Support)
30. Dell Computer (Mobile learning and the interactive ROI)
31. AGCo (Selecting the right programs for ROI)
32. LA County (Getting the union involved)

Module 7:
References and Resources

HISTORY OF THE ROI METHODOLOGY

We are often asked about the history of this Methodology – how it was developed, when it was developed, and the factors to its use and adoption. The Methodology enjoys a long history of development, refinement, and application, making it the world's most-used evaluation system that measures and reports the impact and financial ROI for any type of project or program. Here is a brief history.

The Very Beginning

This Methodology was developed by Dr. Jack J. Phillips in the 1970s, refined through application and use in the 1980s, and globally implemented in the 1990s. The development of the ROI Methodology should be placed in the proper context. At the time of the initial development, Jack Phillips had completed degrees with highest honors in electrical engineering, math, and physics, and had obtained a Master's degree in decision science. His focus was on accountability, results, numbers, and quantitative methods to show the success of various projects and processes. His personality type in the Myers-Briggs Type Indicator (MBTI) is ISTJ, which indicates the bottom line in the context of the work setting. Jack had an inquisitive mind, and enjoyed showing how things should connect logically and rationally, with a "no-nonsense" approach to accountability. With that background, several events shaped the original development.

From 1966 to 1974, Phillips served on the training staff of Lockheed Aircraft. In 1971, he was in the role of assistant training director. He often complained about the lack of evaluation beyond measuring and learning, and the training director, Bob Hudson, subsequently asked Jack to take on the task of improving evaluation. He chaired a taskforce within Lockheed to focus more efforts on evaluation.

Phillips was aware of the four steps of evaluation published by Donald Kirkpatrick in 1959 and 1960 in the *Training Director's Journal* published by the American Society of Training Directors, now the Association of Talent Development. These steps were perceived as logical, rational methods of measuring the success of learning and development. These later became known as Levels, a label adopted by others. Jack contacted Kirkpatrick to gain more detail in terms of how the data was processed, analyzed, and reported. Phillips was curious to determine if there was a system in place to make it work, and if there were rules, standards or procedures that were recommended.

Unfortunately, Kirkpatrick responded that he did not work in evaluation, and that he only published those four levels to promote his Ph.D. dissertation. He was "leaving it up to practitioners to develop the process, standards and other related issues." Essentially, Kirkpatrick had no experience with evaluation beyond measuring learning at the university where he was teaching. Incidentally, at that time, Kirkpatrick had not written a book about evaluation. It was not until 1994, with the encouragement of Jack Phillips, that he published a book addressing the four levels. This account of the relationship between Phillips and Kirkpatrick is documented in a book about Kirkpatrick, *Kirkpatrick Then and Now: A Strong Foundation for the Future,* published by James D. Kirkpatrick and Wendy Kayser Kirkpatrick, Kirkpatrick Partners, LLC (2009).

About the same time, Phillips met Dugan Laird, who had moved from Chicago to Atlanta, where Phillips lived. Laird had just retired as Training Director of United Airlines, and had written an excellent book, *Training for Results*. Laird had much more experience and had made much more progress in evaluation than Kirkpatrick. Phillips began collaborating with Dugan Laird to develop an evaluation system at Lockheed. Phillips, Laird, and Phil Andre (of Lockheed) formed an informal network in Atlanta to explore and use evaluation.

The First Study

At age 20, Jack joined the training staff at Lockheed as a special courses instructor and became the youngest member of the Lockheed Management Club, a professional and managerial association with over 30,000 members. While at Lockheed, Phillips had the opportunity to conduct his first impact study. It was at the end of the completion of his Master's degree in decision science (which is statistics and quantitative methods for business). At that time (1973), at age 27, one of Phillips' responsibilities was the director of Lockheed's corporative education program. This program involved approximately 350 co-op students who alternated work and school, predominantly in engineering fields representing 16 universities. The executive team was interested in the impact of the co-op program, particularly as budget cuts loomed in a downward cycle of defense spending at that time (Lockheed is the largest defense contractor). Responding to questions about the value and results of the co-op program, Phillips conducted an analysis, comparing co-op graduates with non-co-op graduates, tracking their success using measures that included promotions, contributions, retention and other issues. He also examined correlations between grade point average and success. This study was impressive and important to the company, and served as a thesis for a master's degree. The study was later published in the *Journal of Cooperative Education*.

Executives clearly saw the value of this study when it was presented to the management team. The funding for the co-op program wasn't reduced, providing opportunity for adjustments and improvements to make it better. For example, one of the relationships cited in the study was the correlation between grade point average and the success of the co-op graduates. This caused Lockheed to raise its grade point average requirement and recruit only the "best and the brightest." The study also helped gain support for not only corporative education, but other programs. Later, Phillips was head of advanced technology training, where he routinely worked with engineering leaders. His co-op study helped him gain respect and build relationships with these key executives. It was with this first study that Phillips first realized the power of showing the value of a specific project or program, particularly when a balanced set of data is collected. He realized that a systematic method was needed to evaluate these projects.

In 1974, Phillips joined Stockham Valves and Fittings in Birmingham, Alabama as superintendent, personnel development. Stockham was one of the largest manufacturers of iron and steel valves and fittings, employing approximately 5,000 people worldwide at that time. At age 29, Phillips was the youngest superintendent in the company and youngest member of the Stockham executive group. With the help of Hugh Bryant, Phillips began developing and implementing a comprehensive evaluation system while at Stockham, evaluating the results of different programs, including supervisor training. This work sparked the interest of the CEO at Stockham, and thus began a very productive relationship as Phillips worked closely with the CEO to help shape the focus, direction and success of learning and development at that organization. He continued to refine the process, the models, and speak at chapter meetings and conferences. This led to *Training Magazine*'s recognition of Stockham for its successful training efforts, which included an editorial written by Herbert Stockham, Chairman and CEO. This also led to the first presentation of an impact study to a global audience, in 1978 at the annual conference of the American Society for Training and Development in Chicago. At that time, there was little interest in evaluation, particularly at this level. There were a few interested individuals, but not much traction.

The First Book

With a system and much accumulated experience with evaluation in place, and recognizing there was no book on evaluation in the USA, Phillips pursued a proposal for a new book. This led him to Gulf Publishing, which had a reputation for producing books for the learning and development field. Gulf had produced a series on *Building Blocks of Human Potential*, edited by Leonard Nadler. Phillips sent the book proposal to B. J. Lowe, the publisher and managing editor at Gulf, who forwarded the proposal to Len Nadler. The two of them quickly made a decision to develop the book, recognizing that a book was needed in this important area. This first book initiated a long relationship with Gulf Publishing and Len Nadler. Phillips went on to write several books for Gulf, which later became an imprint of Butterworth-Heinemann, a part of Reid-Elsevier. Incidentally, Phillips replaced Len Nadler as series editor with a new name, *Improving Human Performance*, and the new series produced almost 40 titles in the 1990s and 2000s.

This new book, *Handbook of Training Evaluation and Measurement Methods*, was published in the fall of 1982 with a 1983 copyright. This book was the first book on training evaluation in the USA and enjoyed an excellent reception in the professional community. Many learning and development functions purchased the book and adopted the methods it proposed. Much to Phillips' surprise, many universities used the book and adopted it as a text. Phillips had expressed some concern in the book that the academic community had not stepped up to this important issue in their human resources development programs.

The Refinement of the Model

In 1980, Phillips joined Vulcan Materials Company to direct human resources and administration for the company's southern division. At that time, Vulcan Materials was a Fortune 500 company based in Birmingham, Alabama. Although an executive, he used the evaluation concepts with human resources program. He began to realize that there was an excellent opportunity to help people with this important topic as he received requests for assistance in evaluation. With the support of Vulcan Materials, Phillips pursued a Ph.D. in Human Resources Management from the University of Alabama. His dissertation, conducted in collaboration with Jac Fitz-Enz, was an application of the ROI Methodology to the human resources field. Phillips' work in ROI and HR was recognized by the Society for Human Resource Management (SHRM), with their highest creative application award for an ROI study on gain-sharing applied to various plants within the Vulcan Materials system. SHRM also presented Phillips an award for one of his books.

After eight years at Vulcan Materials, Phillips joined Secor Bank, a regional banking group based in Birmingham, Alabama. At Secor, he applied his ROI Methodology to the field of human resources as an executive vice president of human resources. He later moved to a general management position as president of a major division, and ultimately became president and chief operating officer with a responsibility for all operations. He served as general manager of the mortgage company, which provided mortgage lending throughout the Southeast. Secor Bank was a major player in the mortgage business in the south during that time.

The First Workshops

Phillips believed there was a need for workshops on training evaluation, and perhaps human resources evaluation. No evaluation workshops were available, and some thought that no one would attend. In 1991, Phillips made a first attempt with a one-day workshop organized by the Birmingham chapter of the American Society for Training and Development. Although the workshop had a low turnout, the reaction was extremely positive, prompting Phillips to continue this idea of offering workshops on evaluation.

It was during his tenure at Secor Bank that Phillips was invited to go to South Africa to work with Eskom, a large electrical utility. Eskom wanted Phillips to help them with evaluation, including conducting a workshop for the learning and development community in Johannesburg. Phillips, who was president of the bank, took a three-week leave from Secor Bank to provide consulting services and conduct two-day workshops at Eskom, including a public workshop in Johannesburg. The workshop drew an overflow crowd of 75 people and prompted a very enthusiastic reaction.

The workshop was co-facilitated with Larry Harper, former chief financial officer for Eskom. The focus was on how to measure the ROI on learning and development. Phillips presented some case studies to the group and there were requests for more. Although Phillips had his own case studies taken from his own work at Lockheed, Stockham, Vulcan Materials, and Secor Bank, he knew that others had developed case studies. On the return trip from South Africa, he crafted a proposal to ASTD to develop a book of case studies on measuring ROI. ASTD immediately responded and agreed to publish a book, *Measuring ROI,* Volume 1. The results of this trip prompted Phillips to set plans in motion to leave the corporate world, and he left Secor at the end of 1992 to create a consulting firm called Performance Resources Organization (PRO).

The First Casebook

In 1993, ASTD announced that they would be publishing the book of case studies on measuring ROI in learning and development. This created quite a stir and generated much interest, especially in the international market. This sparked Phillips' new business, Performance Resources Organization, creating a demand, particularly globally. While many organizations did not have ROI studies, they were very eager to have them, and thus the interest was generated for consulting and workshops. Phillips began working with a preference for countries outside the USA. Since then, he has spent half or more of his time each year outside the USA working in a variety of different countries. Phillips continued to offer the two-day workshops in a variety of locations and organizations, and through several different sponsors. To date, about 30,000 participants have attended the two-day workshop.

The first casebook was published in 1994 and became ASTD's all-time best seller, further underscoring the tremendous interest in measuring ROI. This was the first of many ROI case study books published by ASTD, and inspired a new series of books edited by Phillips entitled *In Action*. This series became ASTD's most ambitious publishing project, with 30 titles between 1994 and 2004.

In 1993, Jack Phillips joined the faculty of the business school at Middle Tennessee State University as associate professor. There he taught a variety of courses, principally in the MBA program. The consulting business continued to flourish, and after three years had grown to the point where Phillips had to either pull back on the consulting or leave the university. In 1996, he chose to leave the university, and devote all his to developing the business.

The First Certification

In consulting, Phillips worked with many large organizations, focused on building ROI capability within the organizations. Clients soon realized that a two-day workshop was not enough to build serious capability to conduct ROI studies; much more was needed. Phillips worked inside a few large organizations in different countries to develop this level of capability, and certify individuals who could actually conduct studies. In December 1995, he took the ROI certification public, offering the first five-day certification for open enrollment in Nashville, Tennessee. Thus, formal certification was initiated, and to date over 5,000 individuals have attended this certification workshop in over 30 countries, with approximately 30 formal sessions on certification offered each year.

Patti Phillips

Dr. Patti Pulliam Phillips graduated from Auburn University with a degree in business education. Her initial plan was to work in a business setting. After graduation, she joined Alabama Power Company, a Division of Southern Company, one the nation's largest electric utilities. During her thirteen years, she progressed through a variety of assignments, culminating as manager of marketing planning and research. In this capacity, she developed a keen sense of analytical methods and analysis required to make marketing decisions. During this time, she also pursued a master's degree in public and private management at Birmingham- Southern College. Her academic involvement piqued her interest in teaching, especially research courses, including statistics. Her master's thesis, U.S. and Japanese organizations in Thailand, was the basis for her interest in international business, particularly the contribution of business to less developed countries.

In 1997, Jack Phillips was interested in exploring a marketing opportunity with Performance Resources Organization, and needed someone to market ROI to a variety of different audiences. Patti Pulliam joined PRO with that challenge. Patti immediately caught onto this methodology, given its research basis, and began to make adjustments and refinements. She made it a much more usable and easier-to-understand process. She served as operations manager for a brief period, but her real interest was in conducting her own research, working with clients, and teaching ROI. Although she has coauthored several books with Jack Phillips, she wrote her first book in 2002, *The Bottomline on ROI,* published by CEP Press. This book received the 2003 Award of Excellence for Outstanding Instructional Communication by the International Society for Performance Improvement.

In 2003, Patti completed her Ph.D. in International Development. Her doctoral studies gave her the opportunity to integrate her interest in less-developed countries, research, and the ROI Methodology. Her doctoral dissertation, Training Evaluation in the Public Sector, has been replicated in nonprofit, federal government, and private sectors. Her doctoral studies also opened the door for work with many federal government organizations and non-governmental organizations such as the United Nations.

Patti brings a practical perspective of the ROI Methodology. It is for this reason, along with her experience in its application, that she is the ROI Institute's most highly-rated facilitator. She is a sought-after speaker and prolific researcher and writer. She also serves as president and CEO.

The ROI Network and Conference

In 1996, the users of the ROI Methodology developed a formal organization known as the ROI Network. This was initially funded by PRO and was housed at its headquarters. However, it eventually became a separate organization with its own facilities based in Illinois. In 1997, the ROI Network organized its first global ROI conference in New Orleans. Since then, the conference has been offered almost every year, and now enjoys international participation. In 1999, the Performance Resources Organization was acquired by Franklin-Covey and renamed the Jack Phillips Center for Research, a Division of Franklin-Covey. In the same year, Jack and Patti Phillips were married.

Under Franklin-Covey, the process continued to grow and expand, and Jack and Patti Phillips continued to work with Franklin-Covey in the use of ROI. After four-and-a-half years, Jack and Patti left Franklin-Covey and formed the ROI Institute, which was essentially a continuation of the ROI products and services. All of the content, materials, records, etc., were retained by the Phillips, who continued to operate and provide services under the ROI Institute name. Franklin-Covey is still an important client of the ROI Institute.

The first decade of the 21st century, from 2000 to 2010, saw tremendous growth for the ROI Methodology. Jack and Patti together focused on a tremendous explosion of the business, bringing it to all types of settings, organizations, projects and functions. Together, they spoke at over 75 conferences a year around the world, wrote almost 100 articles, and developed many books on this process. Approximately 50 books supporting the ROI Methodology were developed, translated into 38 languages. The use of ROI was expanded to over 50 countries, and ROI usage grew as 4,000 organizations formally adopted the Methodology.

In 1997, the ROI Network and the ROI conference were acquired by ASTD, which initially began expanding the network and the conference. In 2006, the ROI Institute assumed control of the ROI Network and the ROI Conference.

Applications

The work of ROI expanded to a variety of applications, including the following:

- Human Resources/Human Capital
- Training/Learning/Development
- Leadership/Coaching/Mentoring
- Knowledge Management
- Organization Consulting/ Development
- Change Management
- Policies/Procedures/Processes
- Technology/Systems/IT
- Green Projects/Sustainability Projects
- Talent Retention Solutions
- Project Management Solutions
- Quality/Six Sigma/Lean Engineering
- Meetings/Events/Conferences
- Marketing/Advertising
- Communication/Public Relations
- Public Policy/Social Programs
- Risk Management/Ethics/Compliance
- Healthcare Initiatives
- Wellness and Fitness Programs
- Recognition/Incentives/Engagement
- Innovation/Creativity

The work also moved from its beginnings in the private sector to more public sector implementations. This process quickly spread to governments, nonprofits, and non-government organizations, including social programs, educational programs, healthcare initiatives, and many public policy applications. In 1998, the United Nations adopted this Methodology as its evaluation system of choice, and it is now being implemented throughout the UN system. The Institute operates through 25 independent contractors and 45 international partners. The work has been recognized by many organizations, and the books have received awards. In 2005, ASTD presented Jack Phillips with its highest award, Distinguished Contribution to Workplace Learning and Development, for his work in ROI in learning and development. *Successful Meetings* and *Meeting News* have voted Jack Phillips one of the 25 most powerful people in that industry for three years, based on his work in ROI.

Additional Resources

To continue to build your expertise in ROI, additional resources may be desired. Here is a list of most of the recent books on the ROI Methodology.

Phillips, J.J. & Phillips, P.P. (2018) *The Value of Innovation: Knowing, Proving, and Showing the Value of Innovation and Creativity*. Hoboken: Wiley.

Phillips, P.P. & Phillips, J.J. (2017) *The Business Case for Learning: Using Design Thinking to Deliver Business Results and Increase the Investment in Talent Development*. Alexandria: ATD.

Phillips, P.P. & Phillips, J.J. (2017) *Value for Money: Measuring the Return on Non-Capital Investments*. Birmingham: ROI Institute and BWE Press.

Phillips, P.P., Elkeles. T., & Phillips, J.J. (2016) *The Chief Talent Officer: The Evolving Role of the Chief Learning Officer, 2nd Edition.* New York. Routledge.

Phillips, P.P. & Phillips, J.J. (2016) *Real World Training Evaluation: Navigating Common Constraints for Exceptional Results*. Alexandria. ATD

Phillips, J.J. & Phillips, P.P. (2016) *Handbook of Training Evaluation and Measurement Methods, 4th Edition.* New York. Routledge

Phillips, P.P., Smith, K., & Phillips, J.J. (2016) *Accountability in Human Resource Management 2nd Edition: Connecting HR to Business Results.* London and New York. Routledge.

Jack J. Phillips *Investing in Your Company's Human Capital: Strategies to Avoid Spending Too Little or Too Much,* New York: Amacon, 2005.

Phillips, P.P., Ray, R., & Phillips, J.J. (2016) *Measuring the Success of Employee Engagement: A Step-by-Step Guide for Measuring Impact and Calculating ROI.* Alexandria: ATD Press.

Phillips, P.P., Pulliam, A., & Phillips, J.J. (2015) *Measuring ROI in Environment, Health and Safety.* Hoboken: Scrivener.

Phillips, P.P., Ray, R., & Phillips, J.J. (2015) *Measuring the Success of Leadership Development: A Step-by-Step Guide for Measuring Impact and Calculating ROI*. Alexandria: ATD Press.

Phillips, P. P. & Phillips, J. J. (2015) *Making Human Capital Analytics Work*. New York: McGraw-Hill.

Phillips, J. J. & Phillips, P. P. (2015) *High Impact Human Capital Strategy: Addressing the 12 Major Challenges Today's Organizations Face*. New York: AMACOM.

Phillips, J. J., Trotter, W. D., & Phillips, P. P. (2015) *Maximizing the Value of Consulting: A Guide for Internal and External Consultants.* Hoboken: Wiley.

Robinson, D. G., Robinson, J. C., Phillips, J. J., Phillips, P. P., & Handshaw, D. (2015) *Performance Consulting: A Strategic Process to Improve, Measure, and Sustain Organizational Success*. San Francisco: Berrett-Koehler.

Phillips, P.P. & Phillips, J.J. (2014) *Measuring ROI in Employee Relations and Compliance: Case Studies in Diversity and Inclusion, Engagement, Compliance, and Flexible Working Arrangements.* Alexandria: SHRM.

Ekeles, T., Phillips, P. P. and Phillips J. J. (2014) *Measuring the Success of Learning Through Technology: A Step-by-Step Guide for Measuring Impact and ROI on E-Learning, Blended Learning, and Mobile Learning*. Alexandria: ASTD.

Phillips, P.P., Robinson R., & Phillips, J.J. (2013) *Measuring the Success of Sales Training: A Step-by-Step Guide for Measuring Impact and Calculating ROI*. Alexandria: ASTD Press

Phillips, P.P. & Phillips, J.J. (2013) *Measuring the Success of Organization Development: A Step-by-Step Guide for Measuring Impact and Calculating ROI.* Alexandria: ASTD Press.

Buzachero, V. V., Phillips, J. J., Phillips, P. P., & Phillips, Z. L. (2013*) Measuring ROI in Healthcare: Tools and Techniques to Measure the Impact and ROI in Healthcare Improvement Projects and Programs.* New York: McGraw-Hill.

Phillips, P. P., Phillips, J. J., & Aaron, B. (2013) *Survey Basics: A Complete Guide to Help You: Design Surveys and Questionnaires, Analyze Data and Display Results, and Identify the Best Survey Tool for Your Needs.* Alexandria: ASTD.

Phillips, P.P. & Phillips, J.J. (2012) *10 Steps to Successful Business Alignment.* Alexandria: ASTD.

Phillips, J. J., Phillips, P. P., & Ray, R. (2012) *Measuring Leadership Development: Quantify Your Program's Impact and ROI on Organizational Performance.* New York: McGraw-Hill.

Phillips, J. J. & Phillips, P. P. (2012) *Proving the Value of HR: How and Why to Measure ROI.* Second edition. Alexandria: SHRM.

Phillips, P. P. (2012) *The Bottomline on ROI, 2nd edition: Benefits and Barriers to Measuring Learning, Performance Improvement, and Human Resources Programs.* King of Prussia: HRDQ.

Phillips, J. J., Brantley, W., & Phillips, P. P. (2011) *Project Management ROI: A Step-by-Step Guide for Measuring the Impact and ROI for Projects.* San Francisco: Pfeiffer-Wiley

Phillips, P. P. & Phillips, J. J. (2010) *The Green Scorecard: Measuring the Return on Investment in Sustainability Initiatives.* Boston: Nicholas-Brealey

Phillips, J. J. & Phillips, P. P. (2010) *The Consultant's Guide to Results-Driven Proposals. How to Write Proposals that Forecast the Impact and ROI.* New York: McGraw-Hill

ROI INSTITUTE™

The ROI Fact Sheet

Origin/Development/History

- The ROI Methodology™ was developed by Dr. Jack J. Phillips in the 1970s, refined through application and use in the 1980s, and implemented globally during the 1990s.
- First impact study – 1973, Measuring the ROI in a Cooperative Education Program, for Lockheed-Martin
- First public presentation on the methodology – 1978, ASTD Annual Conference
- First book published to include methodology – 1983, *Handbook of Training Evaluation and Measurement Methods,* Gulf Publishing (this was the first USA book on training evaluation)
- First one-day public workshop –1991, Birmingham, Alabama
- First two-day public workshop –1992, Johannesburg, South Africa
- First case study book published – 1994, *Measuring Return on Investment*, ASTD
- First international partnership established – 1994, Indonesia
- First public certification workshop – 1995, Nashville, Tennessee
- ROI Network organized - 1996
- First ROI Network Conference –1997, New Orleans, Louisiana
- First international ROI Network Conference – 2002, Toronto, Canada
- First ROI in Government Conference – 2003, Gulfport, Mississippi, Co-sponsored by the University of Southern Mississippi
- First ROI software release – 2003, KnowledgeAdvisors
- Distinguished contribution to workplace learning and performance awarded by ASTD to Jack Phillips for the work on ROI - 2005
- ROI Certification offered as part of Master's and Ph.D. degree – Capella University, 2006
- ROI Methodology adopted by the United Nations for system implementation- 2008

Use

- More than 5,000 organizations are using the ROI Methodology, through planned implementation
- 4,000 organizations have formally implemented the methodology through ROI Certification™ conducted by the ROI Institute
- Approximately 5,000 impact studies are conducted annually in learning and development and human resources
- At least 300 public sector governmental units are using the methodology
- ROI implementation was first pursued in manufacturing, then moved to service, healthcare, non-profits, governments, and is now in educational systems

Applications

Typical applications include:

- Human Resources/Human Capital
- Training/Learning/Development
- Leadership/Coaching/Mentoring
- Knowledge Management
- Organization Consulting/Development
- Change Management
- Policies/Procedures/Processes
- Technology/Systems/IT
- Green Projects/Sustainability Projects
- Talent Retention Solutions
- Project Management Solutions
- Quality/Six Sigma/Lean Engineering
- Meetings/Events
- Innovation/Creativity
- Marketing/Advertising
- Communication/Public Relations
- Public Policy/Social Programs
- Risk Management/Ethics/Compliance
- Healthcare Initiatives
- Wellness and Fitness Programs
- Recognition/Incentives/Engagement
- Safety and Health Programs

Articles and Publicity

- More than 100 articles have been published on the ROI Methodology in major publications in 30 countries
- The ROI Methodology has been a cover story on at least 15 publications, magazines, and journals
- At least 100 interviews in major global business and professional publications
- More than 25 radio and TV interviews in different countries

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The ROI Fact Sheet

Books

- 75 books have been published on the ROI Methodology and its application (www.roiinstitute.net)
- Primary reference – *Return on Investment in Training and Performance Improvement Projects,* 2nd Edition, Jack J. Phillips, Routledge, UK, 2003 (originally published in 1997)
- Award winning book – *Bottomline on ROI*, Patricia Pulliam Phillips, CEP Press, 2002 (received ISPI award)
- General application – *Show Me the Money*, Jack J. Phillips and Patricia Pulliam Phillips, Berrett-Koehler, 2007
- Most comprehensive work – *Measurement and Evaluation Series*, Jack J. Phillips and Patricia Pulliam Phillips, Pfieffer, 2008

Case Studies

- More than 400 case studies published in books, journals, and industry publications
- Five-volume set published by ASTD in 1994, 1997, 2001, 2005, and 2012
- First public sector case book – 2002, published jointly by the International Personnel and Management Association and the American Society for Training and Development
- First International case book – 2005, Ireland published by Skillnets
- International case studies under development in 12 countries
- Six-volume set "Measuring the Success of", Text and Cases, ATD 2012-2016

Workshops (One-Day, Two-Day, and Three-Day)

- Approximately 200 one-day workshops conducted with more than 15,000 participants
- Approximately 500 two-day workshops conducted with more than 60,000 specialists and managers attending (offered in almost every major international city)
- Routine schedules of one-day, two-day, and three-day workshops offered in the USA by ASTD and other partners around the world

ROI Certification™

- Five-day workshop plus work products lead to certification for ROI implementation
- More than 12,000 professionals have attended certification, representing more than 5,000 organizations in at least 70 countries
- Certifications offered routinely about 50 times per year both internally and publicly by the ROI Institute (www.roiinstitute.net)
- On-line and self-study options for certification are available (www.roiinstitute.net)

Global Implementation

- First implementation of the ROI Methodology outside the USA – 1992, South Africa
- First certification in non-English language – 1995, Italy
- Implementation is accomplished through partners in various countries
- Implementation is currently occurring in 70 countries, with additional implementations planned in other countries
- Books published in more than 38 languages
- 12 international case study books in development or in the planning stages

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Module 8:
Practice Teaching