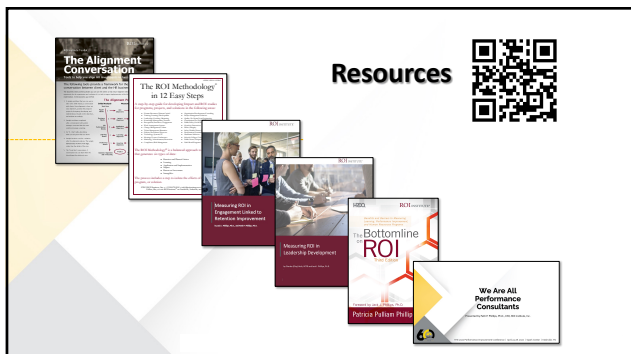
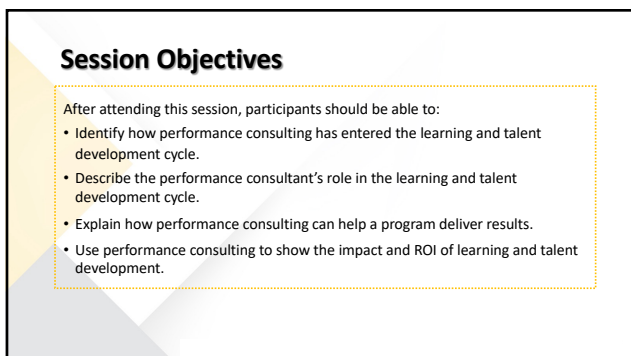




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How do you
define results?

4

Scotland Yard

The Solution

- Leadership Development
- Classic blend of soft skill tools
- 50,000 hours of one-to-one coaching
- Five days of workshops per person
- 360-degree feedback processes
- 4D personality profile (blue, red, green, yellow personality)

The Feedback

"Everyone who attended was angry as they felt it was a waste of money and it took us out of the borough at a time when we have so much work to do."
--- Participant

"We are on our knees. Crime is going up, and that is serious crime going up as well, the public are concerned, and we haven't got the resources that we need."
---Metropolitan Police Federation Chairman

The Defense

"As London's single biggest employer, we absolutely must support our leaders by giving them the skills they need to do their jobs. Well-led and well-trained people deliver better, and ultimately that means Londoners get a great service."
---Spokesperson for the Met

Metropolitan Police Service

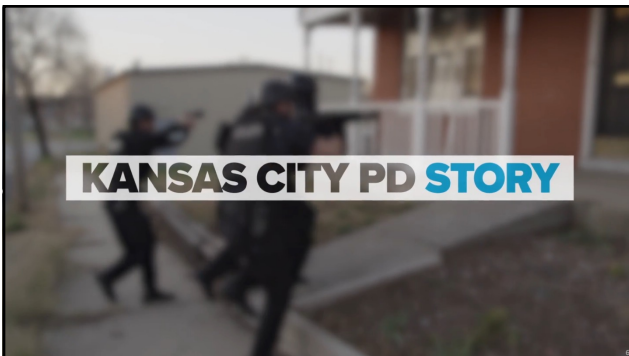


Met police accused of 'wasting' £10m on leadership training programme as crime soars

What's going on here?

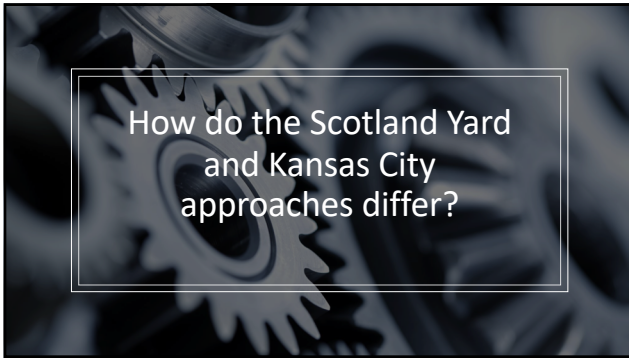
¹H. Dixon, "Scotland Yard 'wasting' £10m on leadership training," *The Sunday Telegraph*, June 3, 2018, 1-2.
²J. Ungood-Thomas, K. Shields, S. Joiner, and D. Collins, "Under 5% of all burglaries and robberies solved," *Sunday Times*, June 17, 2018, 1.

5



KANSAS CITY PD STORY

6



7

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, critical needs and goals of the organization.

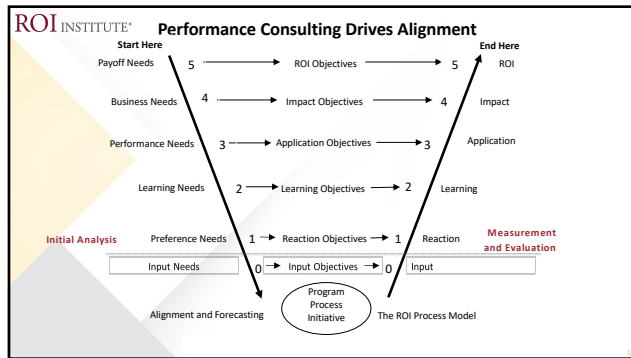
*Performance Consulting: A Strategic Process to Improve, Measure, and Sustain Organizational Results, 3rd Ed. D.G. Robinson, J.C. Robinson, J.J. Phillips, P.P. Phillips, and D. Handshaw. Oakland, CA: Berrett-Koehler (2013).

8

Categories of Results		
Levels of Evaluation	Measurement Focus	Typical Measures
0. Inputs & Indicators	The input into the project in terms of scope, volume, efficiencies, costs	Participants, Hours, Costs, Timing
1. Reaction & Planned Action	Measures participant satisfaction and captures planned actions, if appropriate	Relevance, Importance, Usefulness, Appropriateness, Intent to use, Motivation to take action
2. Learning & Confidence	Measures changes in knowledge, skills, and attitudes	Skills, Knowledge, Capacity, Competencies, Confidence, Contacts
3. Application & Implementation	Measures changes in behavior or actions	Extent of use, Task completion, Frequency of use, Actions completed, Success with use, Barriers to use, Enablers to use
4. Business Impact	Measures changes in business impact variables	Productivity, Revenue, Quality, Time, Efficiency, Customer Satisfaction, Employee Engagement
5. Return on Investment	Compares project benefits to the costs	Benefit-Cost Ratio (BCR), ROI%, Payback Period

Latash developed four steps of training evaluation. Christopher wrote about four steps of training evaluation. Phillips improved the measures, added economic theory (Level 5). More importantly, Phillips operationalized the framework by adding process and resources and developing items to generate...

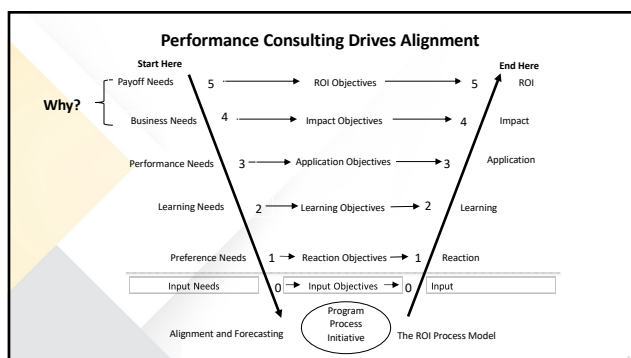
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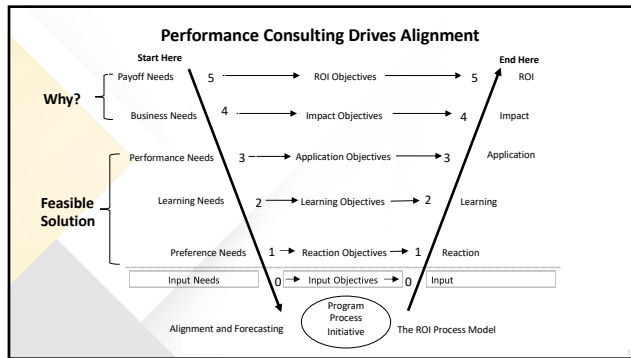
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Payoff Need	Estimated \$1,680,000 per year in cost due to complaints (2-3 complaints per month at a cost of \$70,000 per complaint)
Business Need	Complaints by citizens of officer use of excessive force.
Performance Needs	- Destructive, forceful behavior toward suspects, victims, and property by the leader and the squad. Examples include spitting tobacco on suspects' furniture; shooting potentially dangerous dogs; destroying suspect property. - Lack of cooperation from the community in identifying crimes and the criminals committing them.
Learning Needs	There was a fundamental belief that the more complaints the squad received, the more proof they had that they were doing something right. The leader was not aware of how his attitude and methods were undercutting his effectiveness and putting his men and their missions at risk. Violence was responded to with violence.
Preference Needs	A process that would shift the leader's mindset and that of his squad, leading to greater effectiveness as a unit.
Solution	Arbinger Outward Mindset
Results	- More respectful behavior toward suspects and citizens at large - Greater cooperation from suspects and citizens - Zero complaints due to excessive force of SWAT team officers - An increase in confiscated guns, drugs, and money - Cost avoidance \$2,100,000, program cost \$36,055, ROI \$5,724

11



12



13

SECOR Bank: The Why	
Payoff Need	- Mergers and acquisitions taking out the competition. - Financial institution facing operational issues. - Customer service scores at an all time low. - Overall turnover 57% compared to 26% for the industry. - Cost of turnover ranges from 110% to 125% of salary.
Business Need	- Voluntary turnover in branches is the biggest problem. - Turnover is 71% or 336 employees voluntarily leaving each year. - This contributes to the customer service problem. - Cost of turnover per job is \$16,650 per person.
What would be your approach to determine the cause of turnover?	

14

SECOR Bank: The Solution	
Performance Needs	- Exist interviews offered limited perspective. - Nominal group technique used to discover cause of turnover. - Results indicated the top five reasons for departure were: - Lack of opportunity for advancement - Lack of opportunity to learn new skills and new product knowledge - Pay level not adequate - Not enough responsibility and autonomy - Lack of recognition and appreciate - Solution: Skill-based Pay Program
Learning Needs	- Why the initiative is underway - Role of branch employees - How the process works - Target staff acquire certain knowledge and skills - Managers learn how to coach to process
Preference Needs	- Launch within each of the branches - Ensure those who do not participate are not penalized
Investment	- Estimate the program will prevent 60 turnovers in the first year, leading to a cost avoidance of \$999,000 - Initial investment of \$800,000 - Target ROI for year one is 25%

15

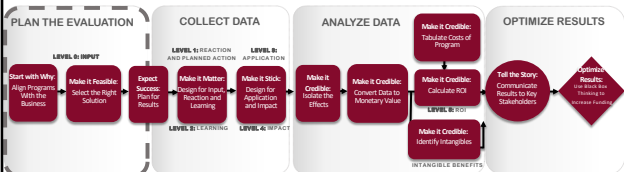
Objectives are the basis for design, delivery, implementation, and evaluation.

Levels of Objectives	Focus of Objectives
Level 1, Reaction	Defines specific measures of expected reaction to the program as it is revealed and communicated to the stakeholders
Level 2, Learning	Defines specific measures of improvement in knowledge, information, contacts, and skills as the participants and other stakeholders learn how to make the program successful
Level 3, Application	Defines specific measures of actions taken or behaviors changed that define success with application and implementation of the program
Level 4, Impact	Defines the specific impact measures that will change or improve as a consequence of the program's implementation
Level 5, ROI	Defines the minimum return on investment from the program, comparing program costs with monetary benefits from the program

16

The ROI Methodology Process Model

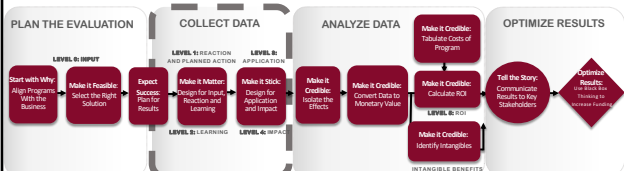
Designing for the Delivery of Business Results



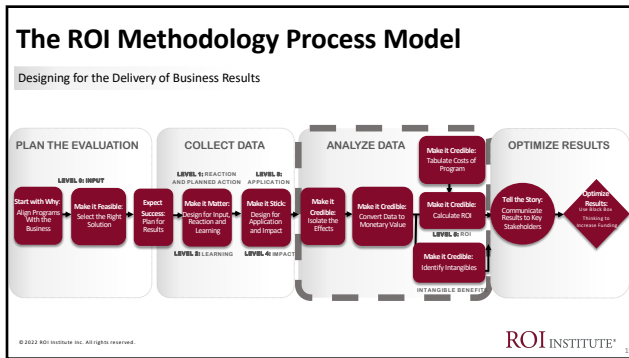
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The ROI Methodology Process Model

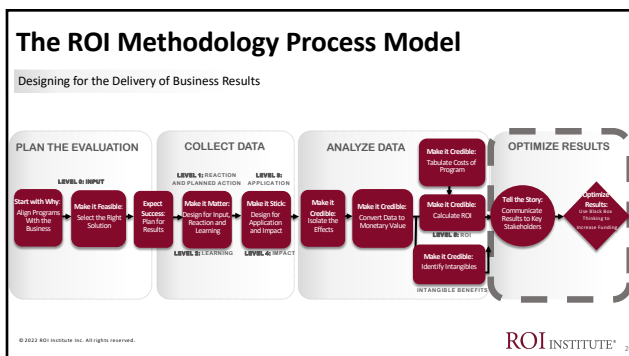
Designing for the Delivery of Business Results



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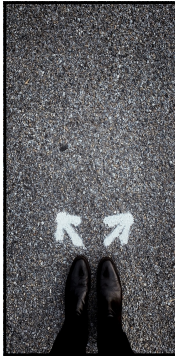
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20



21



Be Proactive

Remember, when it comes to delivering results from consulting:

- Hope is not a strategy.
- Luck is not a factor.
- Doing nothing is not an option.

**Change is inevitable.
Progress is optional.**

22




Visit the link below or scan the QR code to access resources from today's session.

<https://roiinstitute.net/ispi-2022-we-are-all-performance-consultants/>

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23

ROI CERTIFICATION®

SCHEDULED EVENTS

June 20-July 1, 2022 — Live Virtual	September 12-16, 2022 — Boise, ID
July 11-15, 2022 — Salt Lake City, Utah	September 19-30, 2022 — Live Virtual
July 25-29, 2022 — Denver, CO	October 3-7, 2022 — Birmingham, AL
August 15-19, 2022 — San Diego, CA	November 14-18, 2022 — Atlanta, GA
August 22-September 2, 2022 — Live Virtual	December 5-9, 2022 — Charlotte, NC



WHAT IS ROI CERTIFICATION?

ROI Certification is a globally renowned process focused on measuring the true value of tough-to-measure initiatives using the ROI Methodology®. Participating in ROI Certification is the most comprehensive way to gain the skills needed to evaluate major programs and to report the most credible results that drive organizational improvement.

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24



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25

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26
