

TalSuccess
A Brand of Quint Consulting Services

ROI INSTITUTE®

Quint

WEBINAR

**Demonstrating the
Impact and ROI in
Leadership
Development**

Welcome and Context Setting



Jack J. Phillips
Chairman

ROI INSTITUTE*

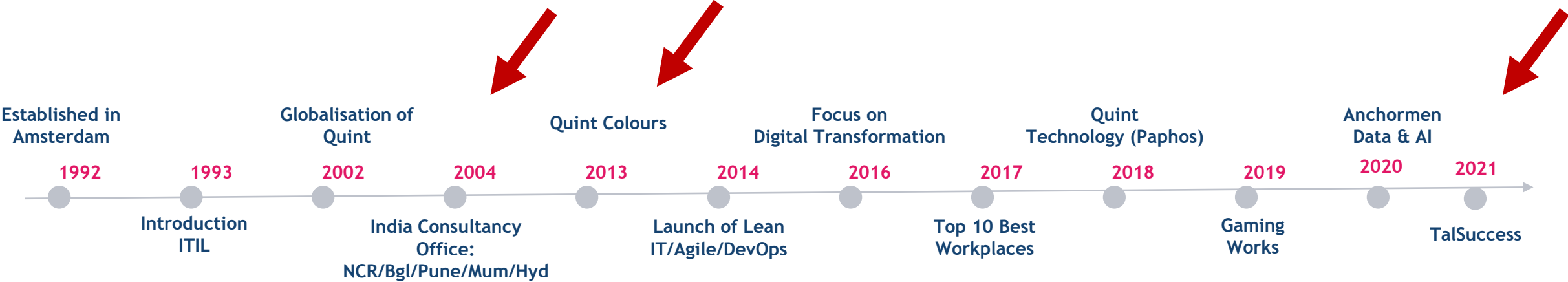


Sunil Mehta
Managing Director
Quint Consulting Services



Pankaj Kejriwal
Chief Strategy Officer
TalSuccess

Quint Journey over the years



Overview

- TalSuccess - a brand of Quint Consulting Services – a global training and consulting company
- > 17 years of experience in India and > 30 years globally
- TalSuccess provides Innovative and Impactful learning experiences in collaboration with some of the global best known brands like:



- TalSuccess provide leadership training in **Leading Self** , **Leading Teams** and **Leading Organisation** in alliance with Global Partners who bring best in class content and certifications
- TalSuccess provides impactful Conversations & Communications Strategies
- TalSuccess helps human capital to achieve their full talent potential by providing Assessments , training , Coaching and Business Impact offerings (ROI)

Quint Portfolio

LEADERSHIP



TALENT TRANSFORMATION



AGILE
BLOCKCHAIN



ASSESSMENT WORKSHOPS



DEVOPS
SRE



DIGITAL TRANSFORMATION
DATA SCIENCE
CLOUD



SOFTWARE TESTING
TalSuccess

Introducing the Speaker



Jack J. Phillips
Chairman

ROI INSTITUTE®



Demonstrating the Impact and ROI in Leadership Development

Presented by Jack J. Phillips, Ph.D., Chairman, ROI Institute, Inc.

Learning Objectives

After attending this session, participants will be able to:

- Explain the value chain for leadership development.
- Describe the need to show impact and ROI for major programs.
- Design leadership development programs to deliver impact and ROI.
- Explain how to measure program results at all five levels of outcomes.



Resources

APPLICATION GUIDE

The ROI Methodology® in 12 Easy Steps

A step-by-step guide for developing Impact and ROI studies
for programs, projects, and solutions in the following areas:

- Human Resources/Human Capital
- Training/Learning/Development
- Leadership/Coaching/Mentoring
- Knowledge Management/Transfer
- Recognition/Incentives/Engagement
- Work Management Systems
- Change Management/Culture
- Talent Management/Retention
- Policies/Procedures/Processes
- Technology/Systems/IT
- Meetings/Events/Conferences
- Marketing/Advertising/Promotion
- Compliance/Risk Management
- Organization Development/Consulting
- Project Management Solutions
- Quality/Six Sigma/Lean E
- Communications/Public R
- Public Policy/Social Prog
- Creativity/Innovation
- Ethics/Integrity
- Safety/Health/Fitness Prog
- Environment/Sustainability
- Healthcare Initiatives
- Schools/Colleges/Univers
- Public Sector/Nonprofits
- Faith-Based Programs

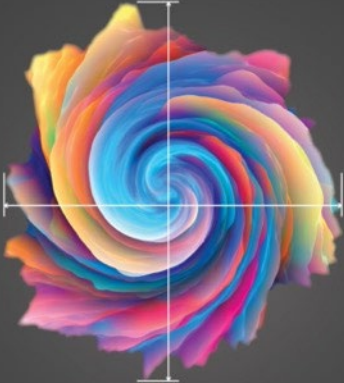
The ROI Methodology® is a balanced approach to m
that generates six types of data:

- Reaction and Planned Action
- Learning
- Application and Implementation
- Impact
- Return on Investment
- Intangibles

The process includes a step to isolate the effects of the
program, or solution.

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Patricia Pulliam Phillips, PhD + Jack J. Phillips, PhD + Rebecca Ray, PhD



PROVING THE VALUE OF SOFT SKILLS

measuring impact and calculating roi

Measuring the Success of Leadership Development

A Step-by-Step Guide for Measuring Impact and Calculating ROI



Patricia Pulliam Phillips, PhD
Jack J. Phillips, PhD
Rebecca Ray, PhD

ROI INSTITUTE®



Demonstrating the Impact and ROI in Leadership Development

Presented by Jack J. Phillips, Ph.D., Chairman, ROI Institute, Inc.

POLL 1



What is your role in leadership?
(Select all that apply.)

- ☐ I'm an internal provider of leadership development.
- ☐ I'm an external provider of leadership development.
- ☐ I manage the talent development team.
- ☐ I teach leadership development.
- ☐ I am a leader.



Large Technology Company

Empathetic and Inclusive Leadership Program

- Blended learning with two days off the job
- Projected cost for all managers—\$80,000,000
- Payoff with retention, transfers, unplanned absenteeism, plus other measures
- Executives support the program—want to see ROI

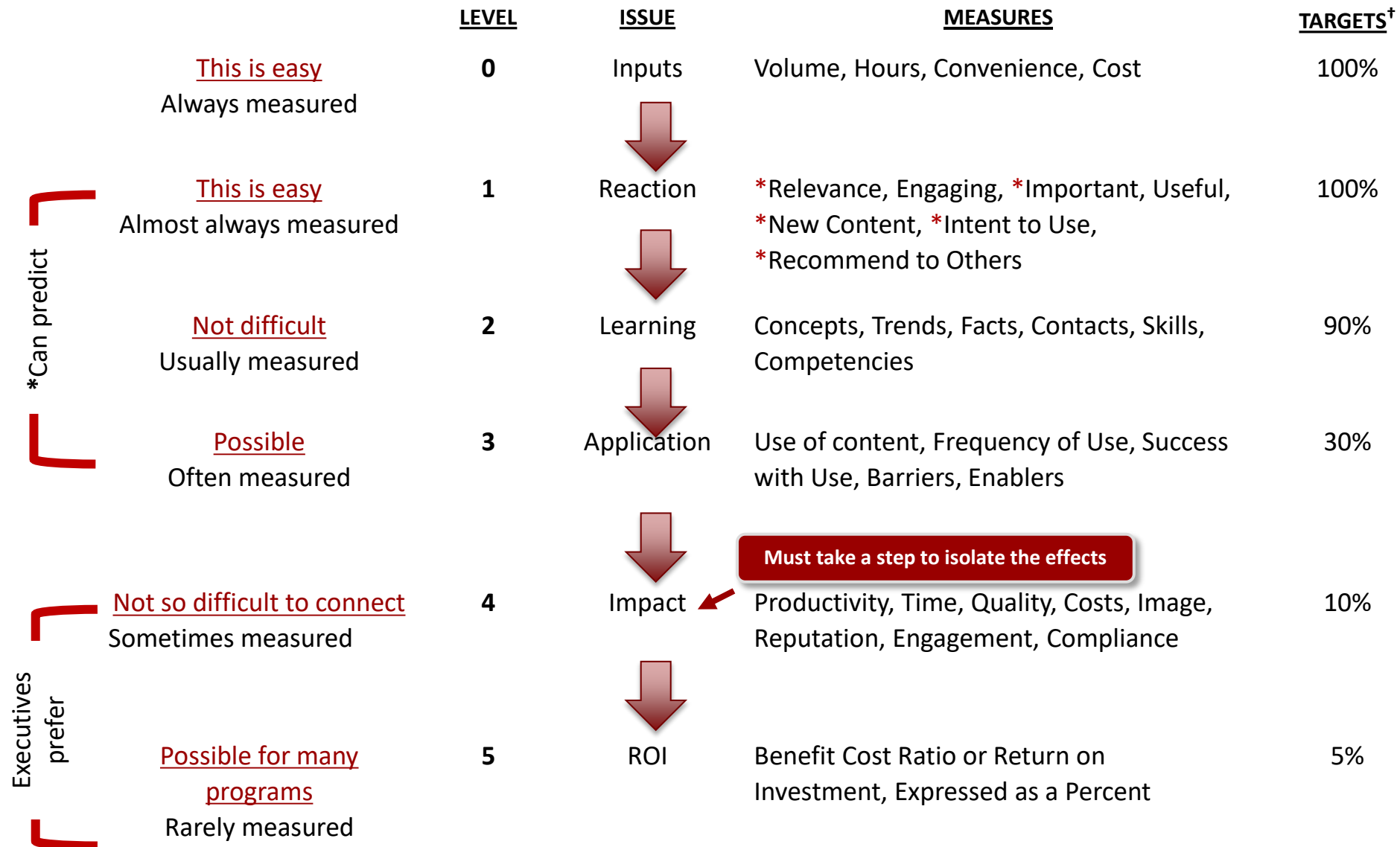


Norwegian Oil Company—The University of California, Berkeley

Executive Leadership Program

- Four one-week sessions
- Cost for 20 executives—\$4,000,000
- Each executive must manage \$1 billion in assets
- Payoff with individual and team projects
- Public pressure on CEO to show value

The Value Chain is Always There!



[†] Best Practice: Percent of Programs Evaluated at this level each year.



Serious Performance Challenges

**True
or
False?**

1. Most leadership development is wasted (not used).
2. The leadership development outcome desired by executives in client organizations is rarely measured.
3. Most leadership development providers do not have data showing that they make a difference in the organization.
4. Most executives see leadership development as a cost and not an investment.
5. Most executives view hard skills more valuable than soft skills.

POLL 2



At what levels do you evaluate leadership development now?

- ☐ Reaction
- ☐ Learning
- ☐ Application
- ☐ Impact
- ☐ ROI

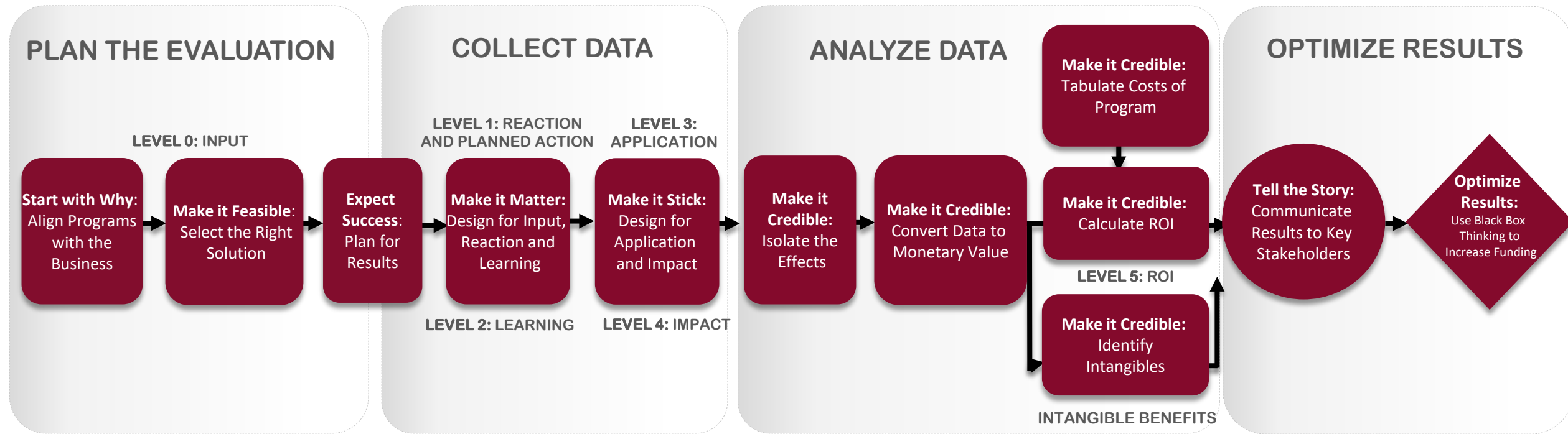


Why leadership development is not measured at impact/ROI levels

- Failure to align to the business
- Fear of outcome
- Lack of focus
- Lack of support
- Lack of resources

The ROI Methodology®

Designing for the Delivery of Business Results





Measurement Targets

*Benchmarking Percentages

Level		Recommended % of Programs	**Benchmarking %
0	Input	100%	100%
1	Reaction	100%	80%
2	Learning	80-90%	70%
3	Application	30%	49%
4	Impact	10%	37%
5	ROI	5%	18%

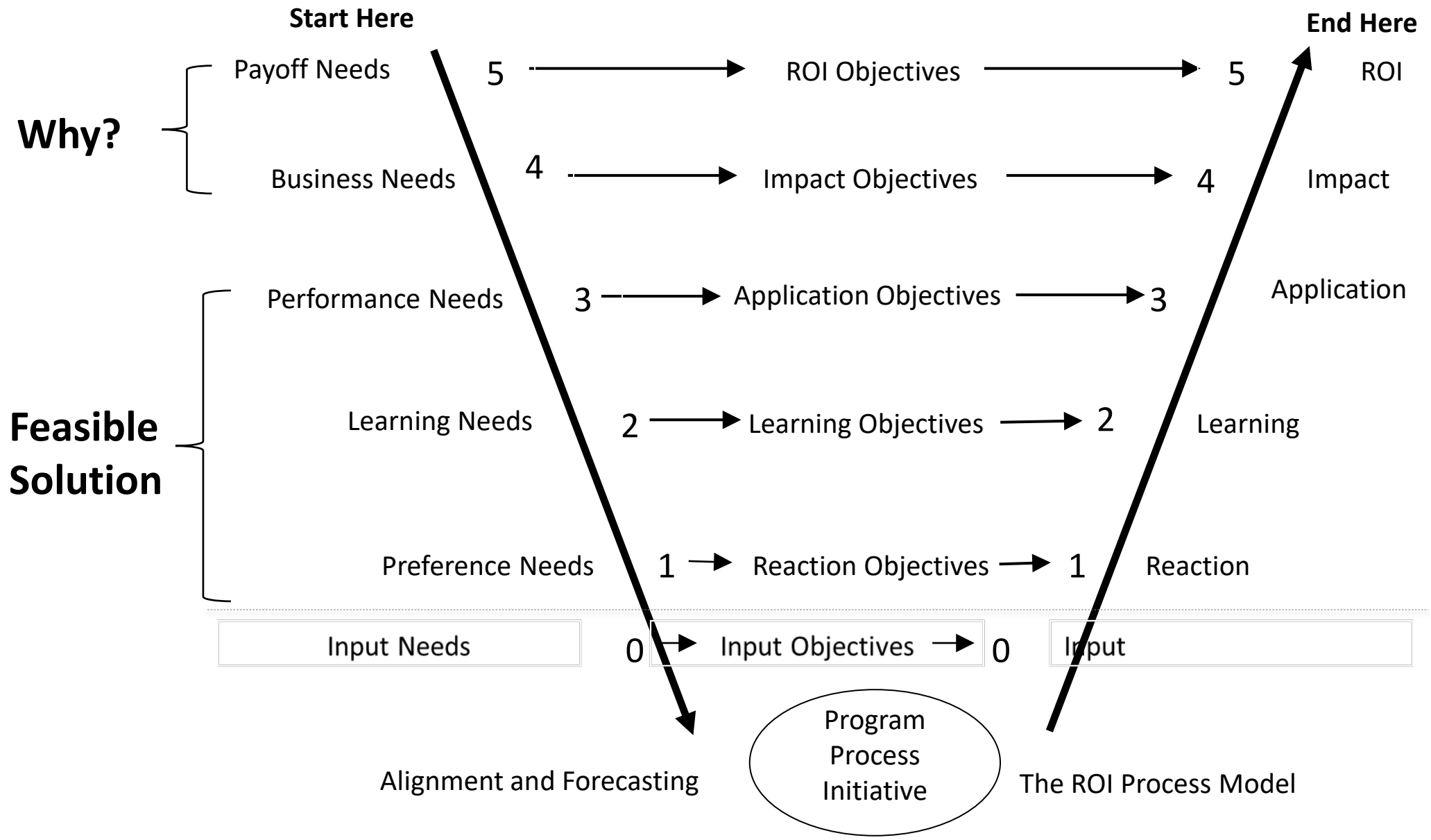
*Percentage of programs evaluated at each level each year

**Benchmarking 2020

When should you measure Impact and ROI?

- ☐ Never
- ☐ For very expensive programs
- ☐ For important and strategic programs
- ☐ When executives request it
- ☐ Routinely, for process improvement

Alignment Model



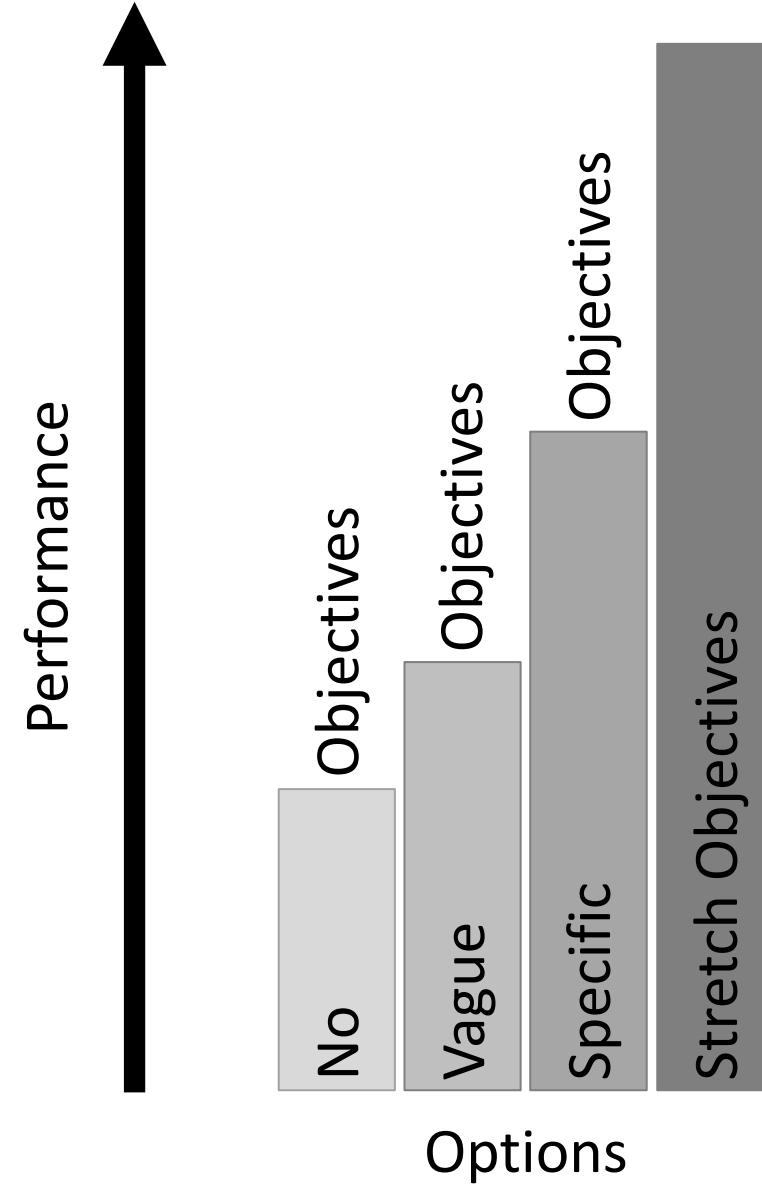
Matching Evaluation Levels with Objectives

Objective	Evaluation Level
After completing this program or project, participants should:	
1. Decrease employee transfers by 20% in one year.	_____
2. Listen intently to team members routinely.	_____
3. Be able to demonstrate the five steps to diffuse a conflict, given two individuals in a heated argument.	_____
4. Rate the content 4 out of 5 on relevance.	_____
5. Decrease the amount of time required to complete a project.	_____

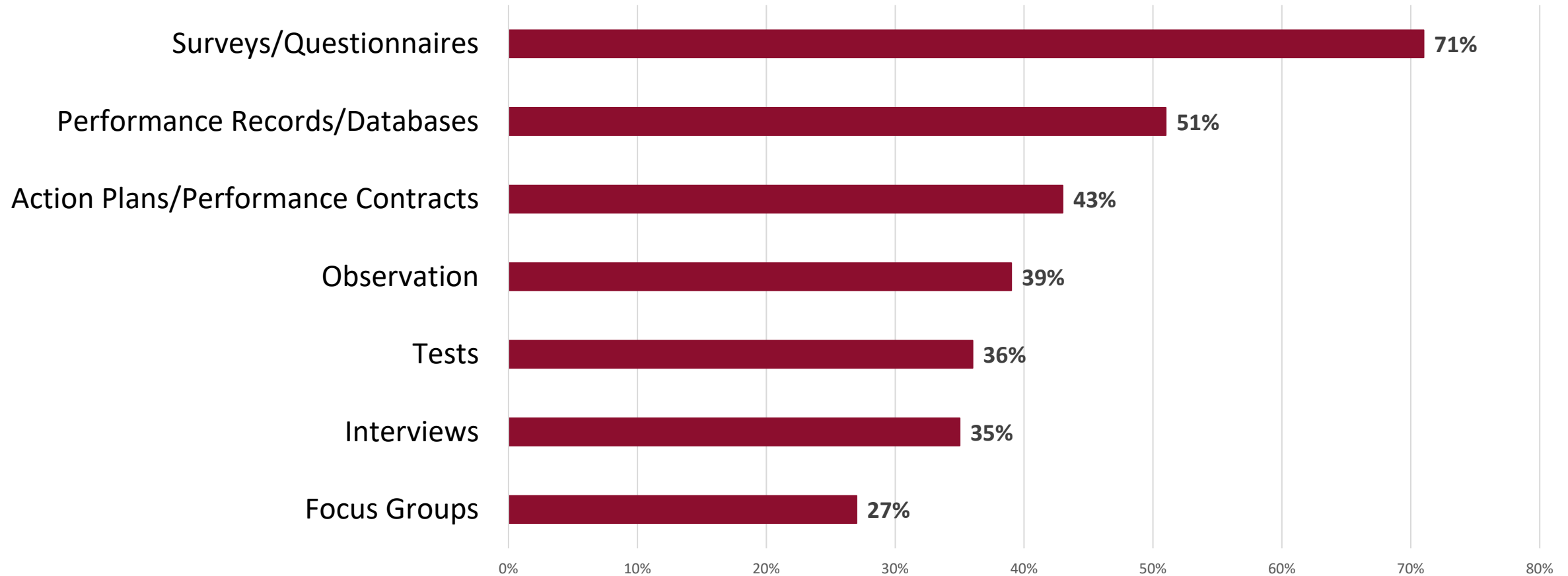
Matching Evaluation Levels with Objectives

Objective	Evaluation Level
After completing this program or project, participants should:	
1. Decrease employee transfers by 20% in one year.	4
2. Listen intently to team members routinely.	3
3. Be able to demonstrate the five steps to diffuse a conflict, given two individuals in a heated argument.	2
4. Rate the content 4 out of 5 on relevance.	1
5. Decrease the amount of time required to complete a project.	4

The Power of Objectives

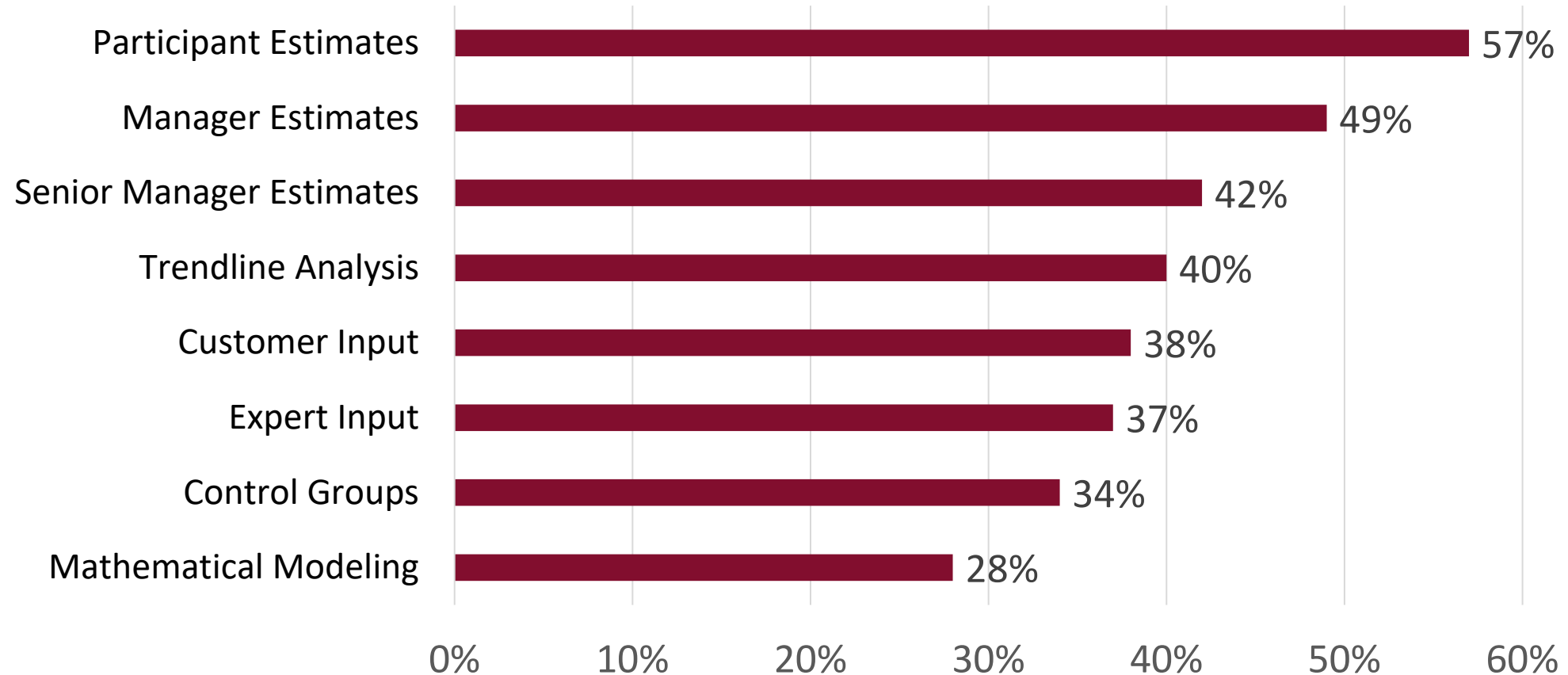


Data Collection Methods



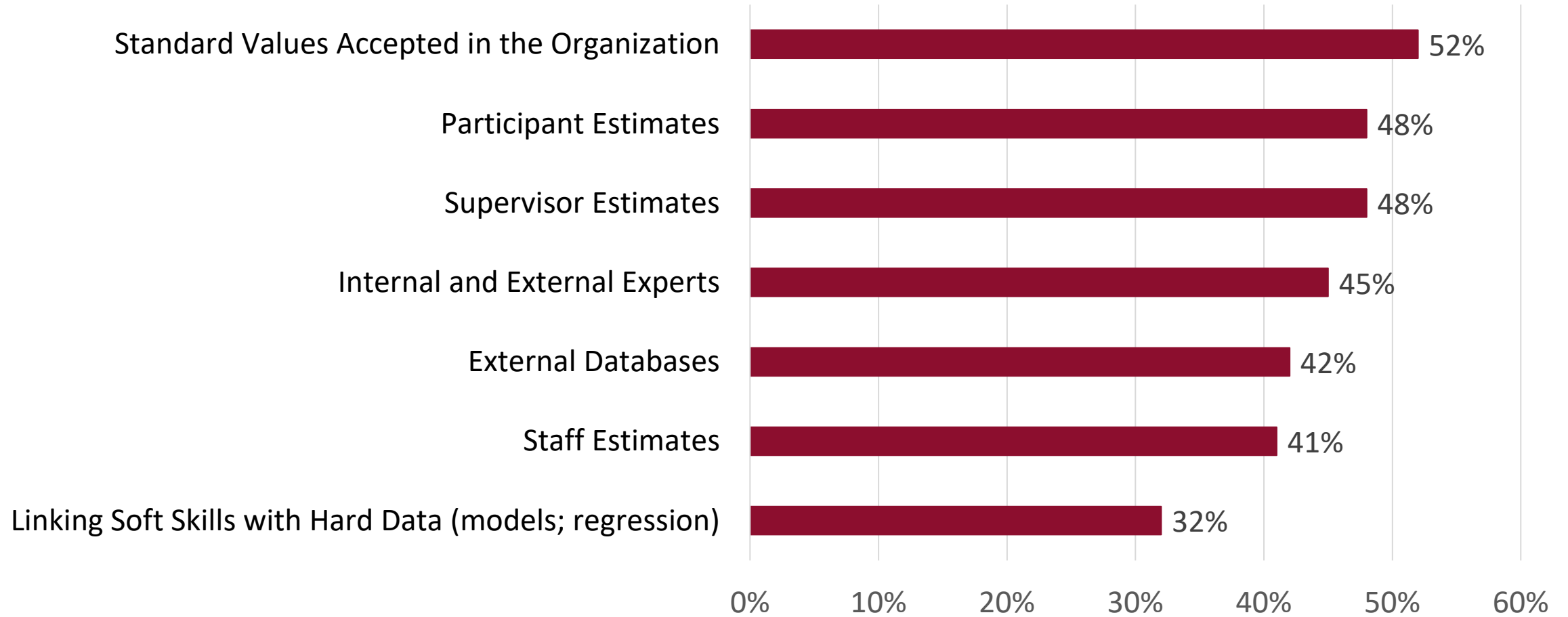
*Survey of Users, N = 246

Isolation Methods



*Survey of Users, N = 246

Data Conversion Methods



*Survey of Users, N = 246

What is ROI?

$$\text{BCR} = \frac{\text{Program Benefits}}{\text{Program Costs}}$$

$$\text{ROI} = \frac{\text{Benefits} - \text{Costs}}{\text{Costs}} \times 100$$



Case Study: Global Technology Company

Empathetic and Inclusive Leadership Program



Communicate often and openly.



Clearly communicates expectations.



Open to new ideas and approaches.



Listens intently to team members.



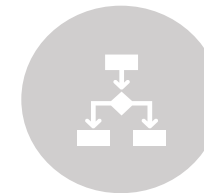
Involves all team members in key issues.



Has the flexibility to change opinions.



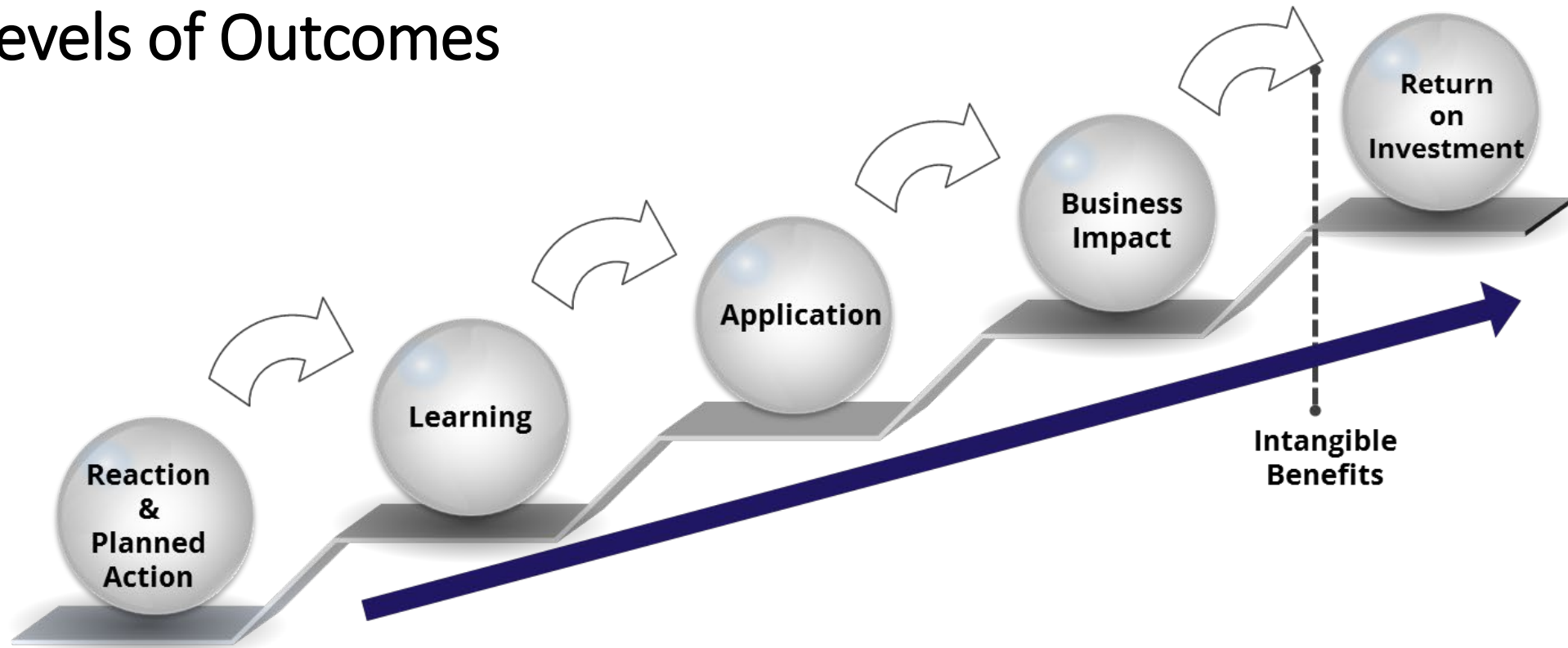
Create a feeling of succeeding and failing together.



Provides safety for trial and error.

Evaluation Framework

Five Levels of Outcomes



....and includes a technique to isolate the effects of the program or solution.

Results

Tangibles

Measure	% Participants Claiming	# Prevented Annually
Voluntary Turnovers	42% (20)	14
Transfers	54% (26)	9
Absenteeism	38% (18)	25
Others	10% (5)	Varies

Intangibles

- Productivity
- Innovation
- Compassion
- Job satisfaction
- Engagement
- Quality of work
- Trust
- Collaboration
- Recruiting impact
- Stress

What is the ROI?

Total Monetary Benefits = \$762,393

Total Costs = \$387,708

$$\text{BCR} = \frac{\$762,393}{\$387,708} = 1.97:1$$

$$\text{ROI} = \frac{\$762,393 - \$387,708}{\$387,708} \times 100 = 97\%$$





It's That Easy

Benefits of This Approach



- Connects to organizational outcomes (business alignment)
- Secures funding (protect budget)
- Improves programs (process improvement)
- Enhance image of LD (builds respect)
- Improves support (stakeholder satisfaction)
- Builds productive relationships (business partnerships)

POLL 4



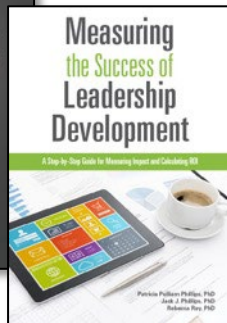
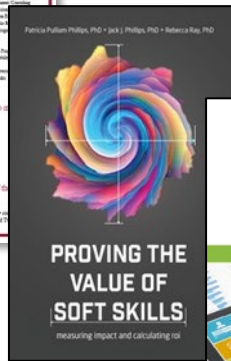
What are your concerns about measuring ROI? (Select all that apply.)

- ☐ It's too difficult.
- ☐ It takes too much time.
- ☐ No one is asking for this.
- ☐ It will kill my programs.
- ☐ I wish it would go away.



Click the link below or scan the QR code to receive resources from today's session.

<https://bit.ly/3OmGOBk>



ROI Workshop

August 25-26, 2022

For more information, contact info@talsuccess.com

ROI CERTIFICATION®

LIVE VIRTUAL



SCAN ME



**Special
Offer**

September 12-23, 2022
8:30 to 11:30 pm IST
Three Hours a Day for Ten Days

<https://bit.ly/ROICertificationSeptember2022>

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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Questions?

Thank You

Connect with us



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