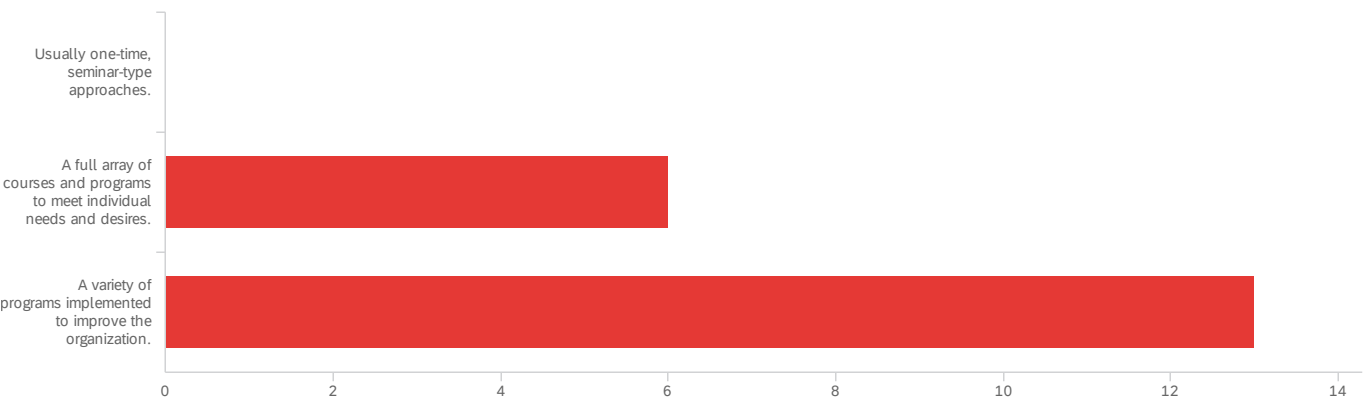


Default Report

How Results-Based Are Your Global Development University (GDU) Programs?

September 6, 2022 7:59 AM CDT

Q3 - GDU efforts consist of:



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	GDU efforts consist of:	2.00	3.00	2.68	0.46	0.22	19

#	Field	Choice Count
1	Usually one-time, seminar-type approaches.	0.00% 0
2	A full array of courses and programs to meet individual needs and desires.	31.58% 6
3	A variety of programs implemented to improve the organization.	68.42% 13
		19

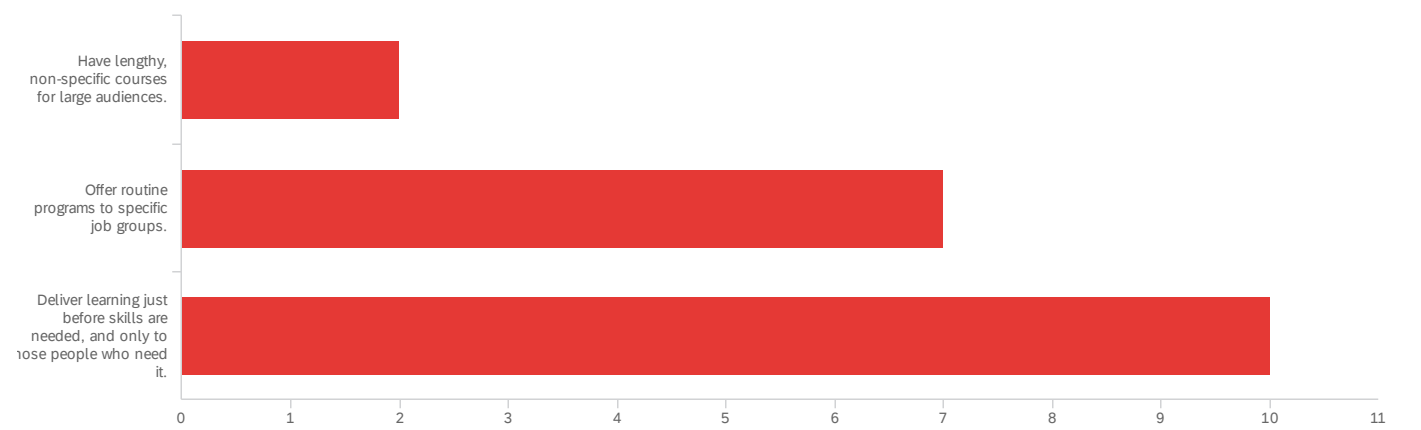
Showing rows 1 - 4 of 4

Q4 - Most new GDU programs are initiated:



Q5 - When determining the timing of formal learning programs and the specific target

audiences, we:

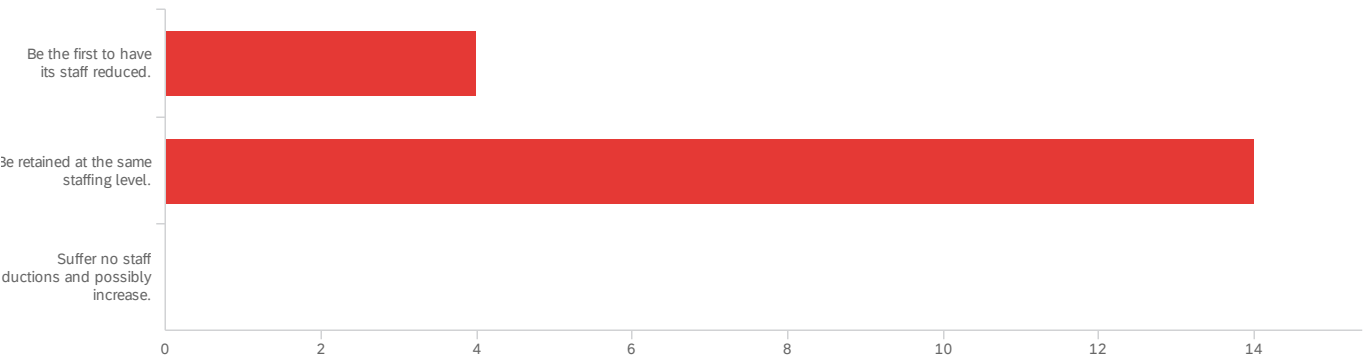


#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	When determining the timing of formal learning programs and the specific target audiences, we:	1.00	3.00	2.42	0.67	0.45	19

#	Field	Choice Count
1	Have lengthy, non-specific courses for large audiences.	10.53% 2
2	Offer routine programs to specific job groups.	36.84% 7
3	Deliver learning just before skills are needed, and only to those people who need it.	52.63% 10
		19

Showing rows 1 - 4 of 4

Q6 - In an economic downturn, the GDU will:

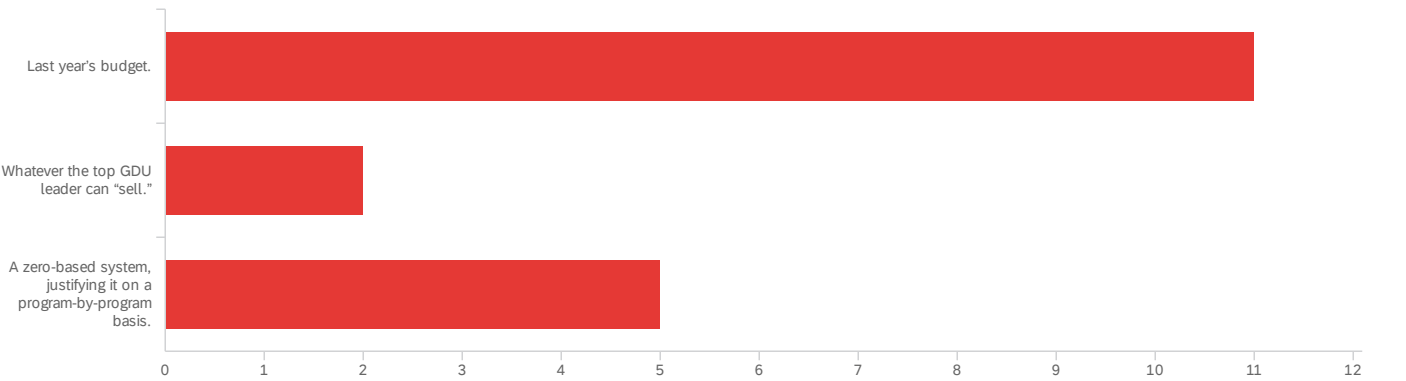


#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	In an economic downturn, the GDU will:	1.00	2.00	1.78	0.42	0.17	18

#	Field	Choice Count
1	Be the first to have its staff reduced.	22.22% 4
2	Be retained at the same staffing level.	77.78% 14
3	Suffer no staff reductions and possibly increase.	0.00% 0
		18

Showing rows 1 - 4 of 4

Q7 - Budgeting for GDU is based on:

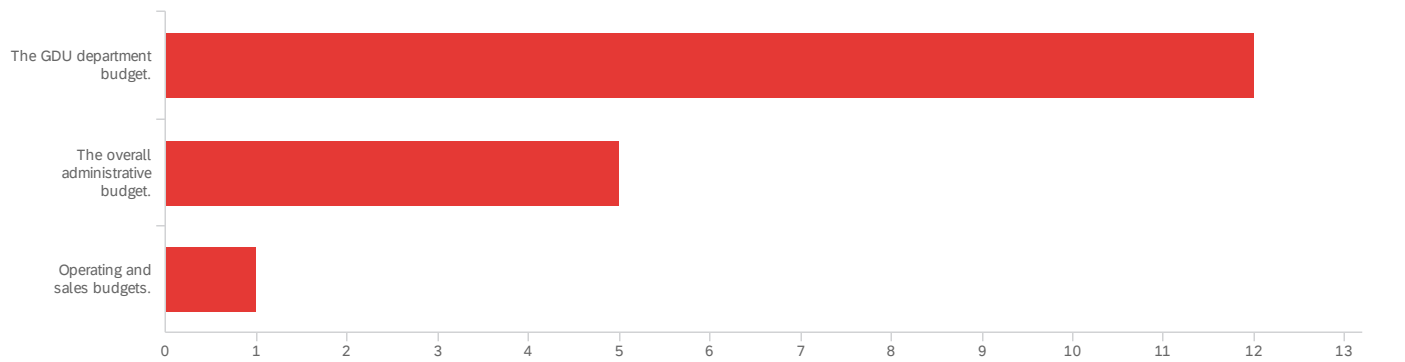


#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Budgeting for GDU is based on:	1.00	3.00	1.67	0.88	0.78	18

#	Field	Choice Count
1	Last year's budget.	61.11% 11
2	Whatever the top GDU leader can "sell."	11.11% 2
3	A zero-based system, justifying it on a program-by-program basis.	27.78% 5
		18

Showing rows 1 - 4 of 4

Q8 - GDU programs are funded through:

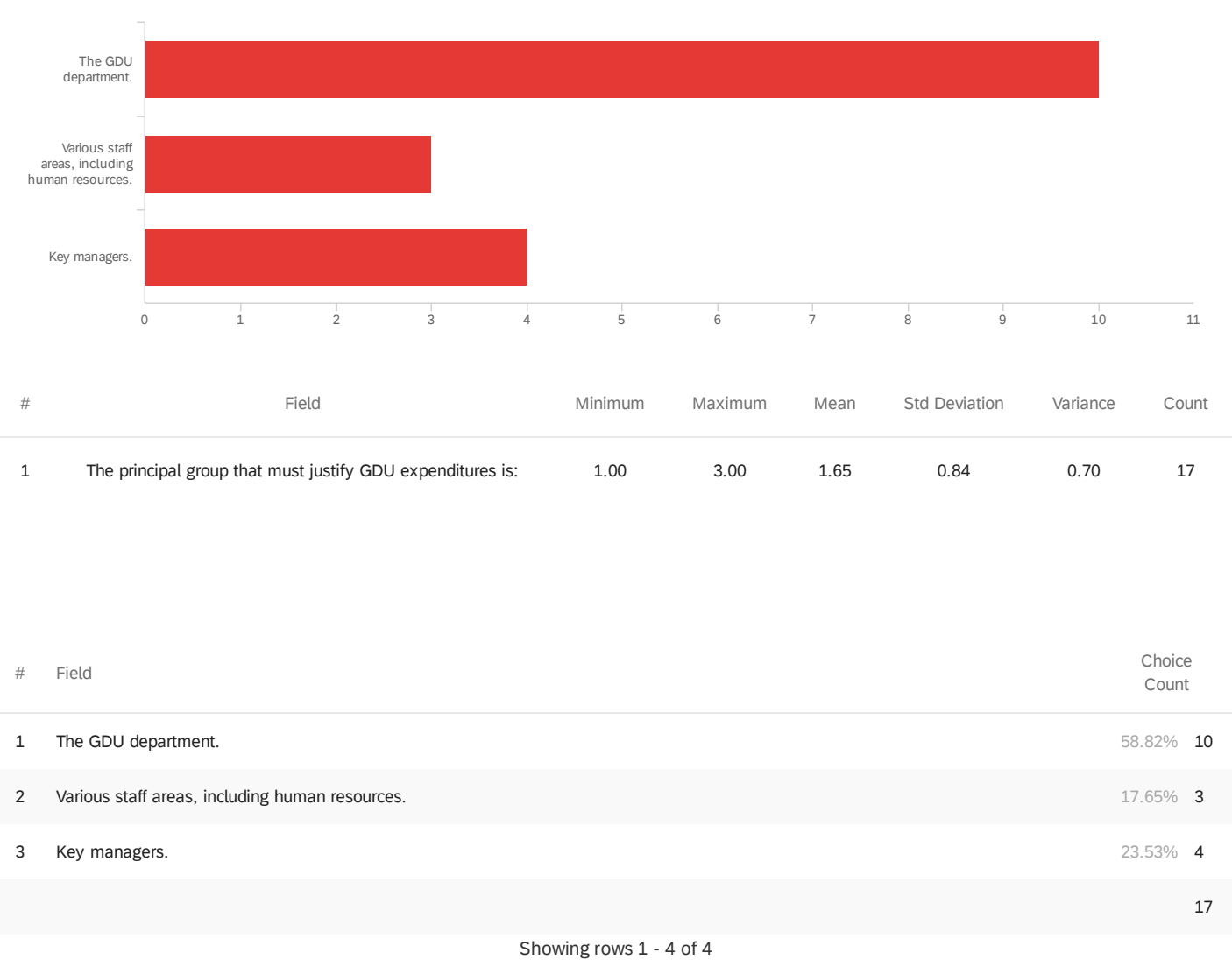


#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	GDU programs are funded through:	1.00	3.00	1.39	0.59	0.35	18

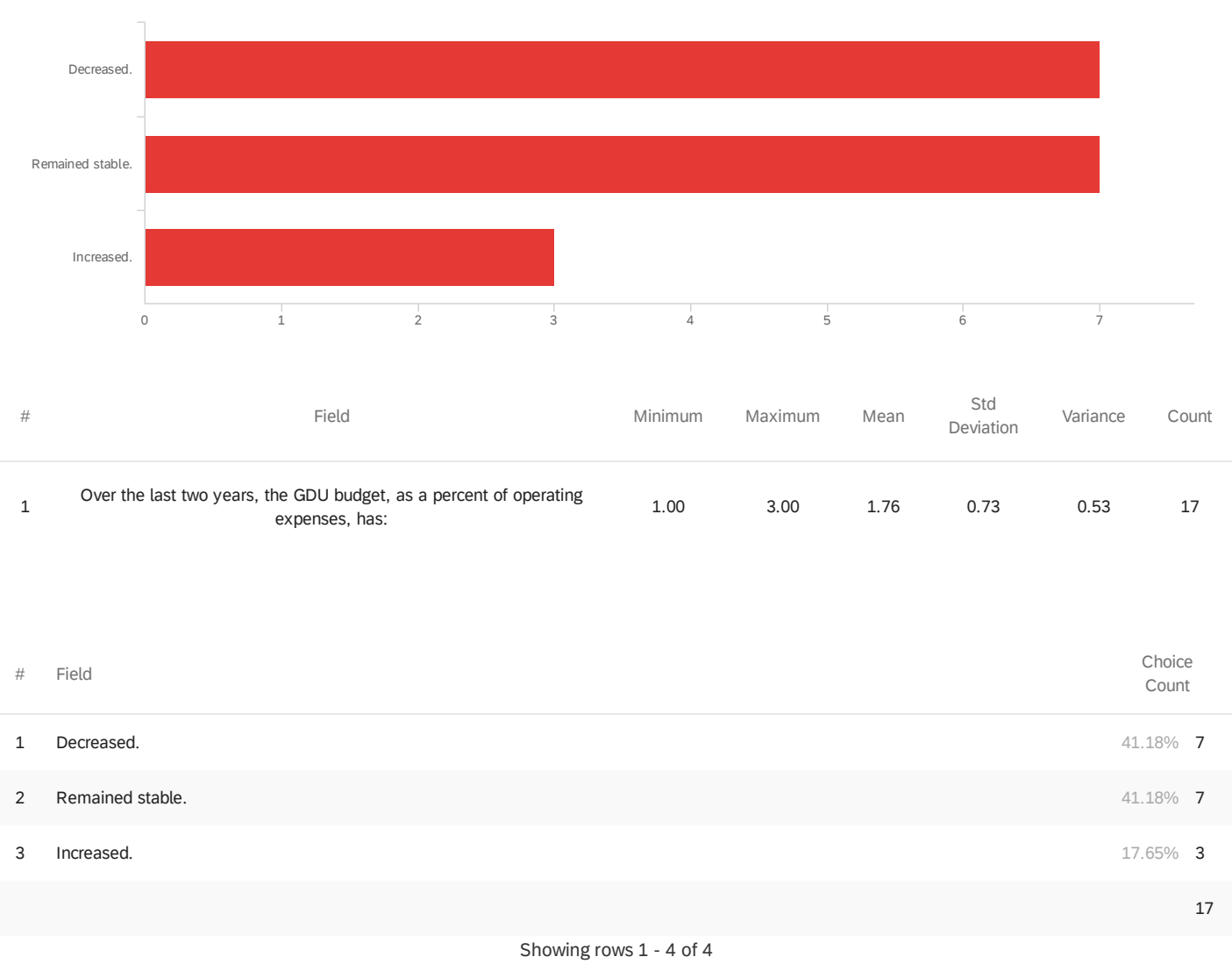
#	Field	Choice Count
1	The GDU department budget.	66.67% 12
2	The overall administrative budget.	27.78% 5
3	Operating and sales budgets.	5.56% 1
		18

Showing rows 1 - 4 of 4

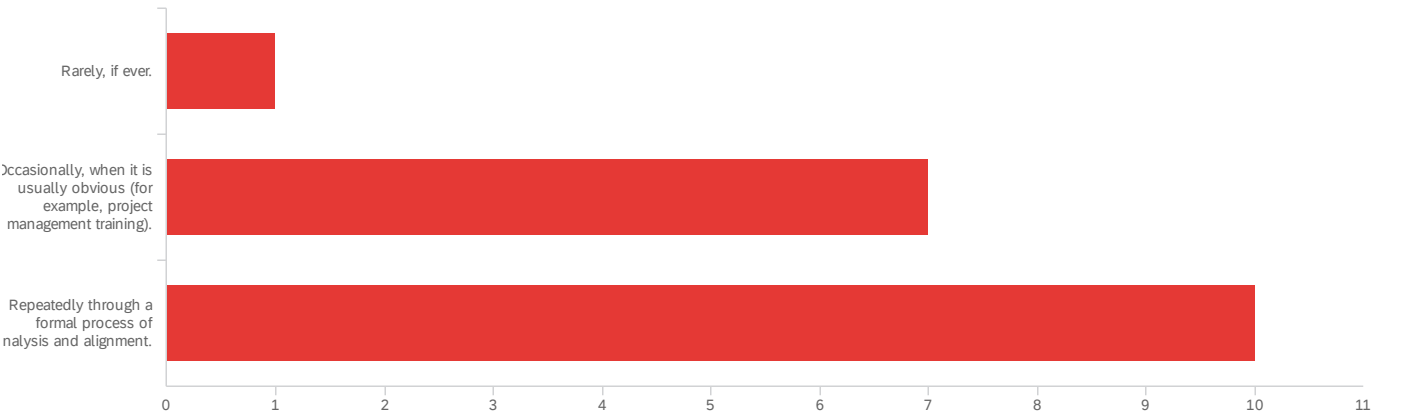
Q9 - The principal group that must justify GDU expenditures is:



Q10 - Over the last two years, the GDU budget, as a percent of operating expenses, has:



Q11 - Business alignment (that is, aligning GDU programs directly to a business need) is accomplished:



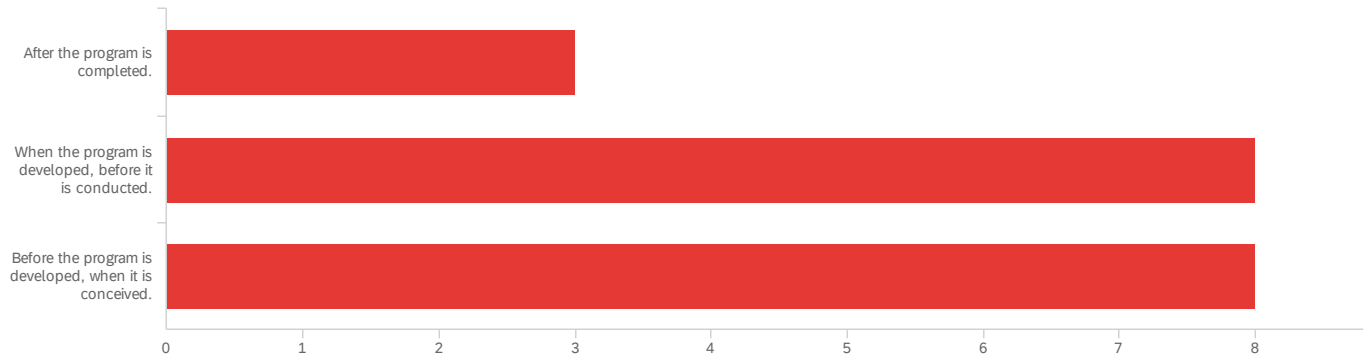
#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Business alignment (that is, aligning GDU programs directly to a business need) is accomplished:	1.00	3.00	2.50	0.60	0.36	18

#	Field	Choice Count
1	Rarely, if ever.	5.56% 1
2	Occasionally, when it is usually obvious (for example, project management training).	38.89% 7
3	Repeatedly through a formal process of analysis and alignment.	55.56% 10
		18

Showing rows 1 - 4 of 4

Q12 - The concern for the evaluation method in the design and implementation of an

GDU program occurs:

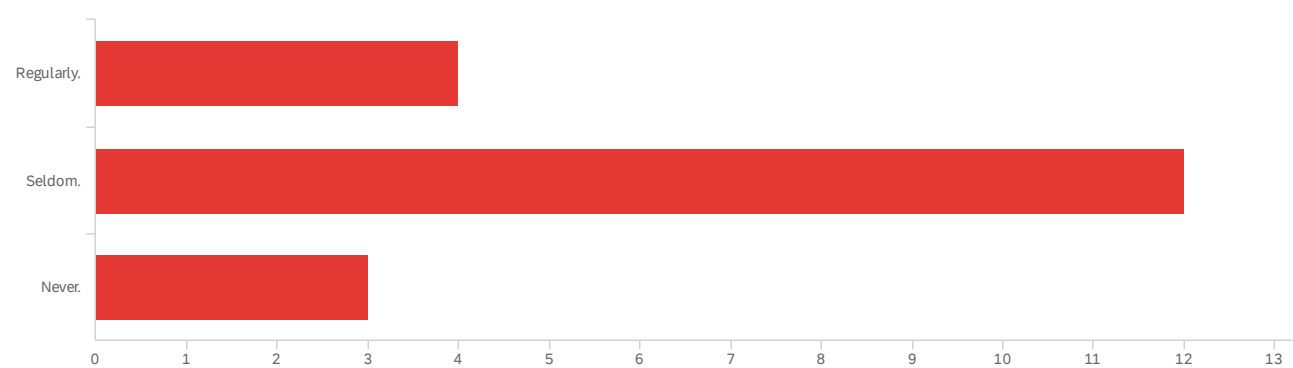


#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	The concern for the evaluation method in the design and implementation of an GDU program occurs:	1.00	3.00	2.26	0.71	0.51	19

#	Field	Choice Count
1	After the program is completed.	15.79% 3
2	When the program is developed, before it is conducted.	42.11% 8
3	Before the program is developed, when it is conceived.	42.11% 8
		19

Showing rows 1 - 4 of 4

Q13 - GDU programs, without some formal method of evaluation, are implemented:

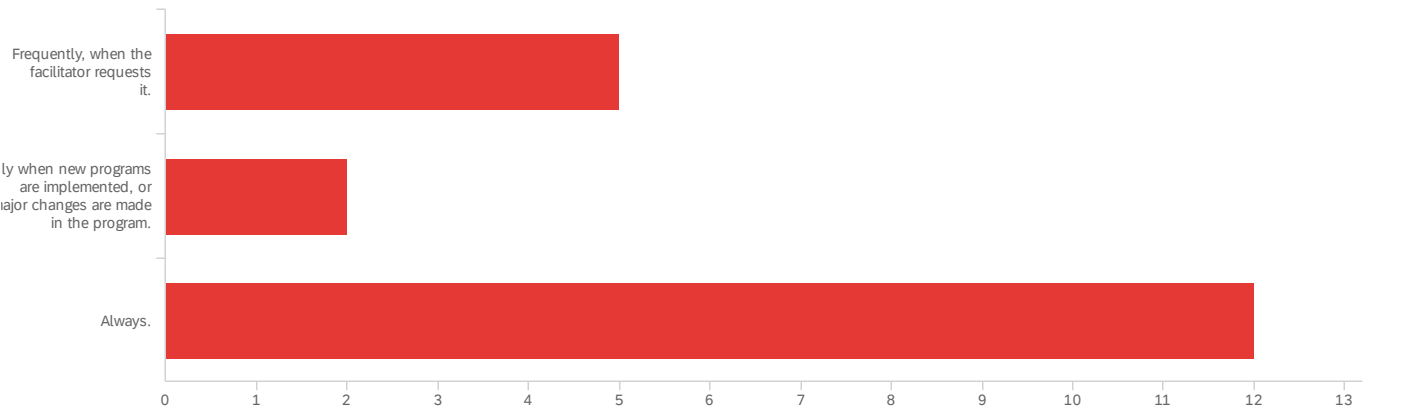


#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	GDU programs, without some formal method of evaluation, are implemented:	1.00	3.00	1.95	0.60	0.37	19

#	Field	Choice Count
1	Regularly.	21.05% 4
2	Seldom.	63.16% 12
3	Never.	15.79% 3
		19

Showing rows 1 - 4 of 4

Q14 - Reaction data are collected during a GDU program:

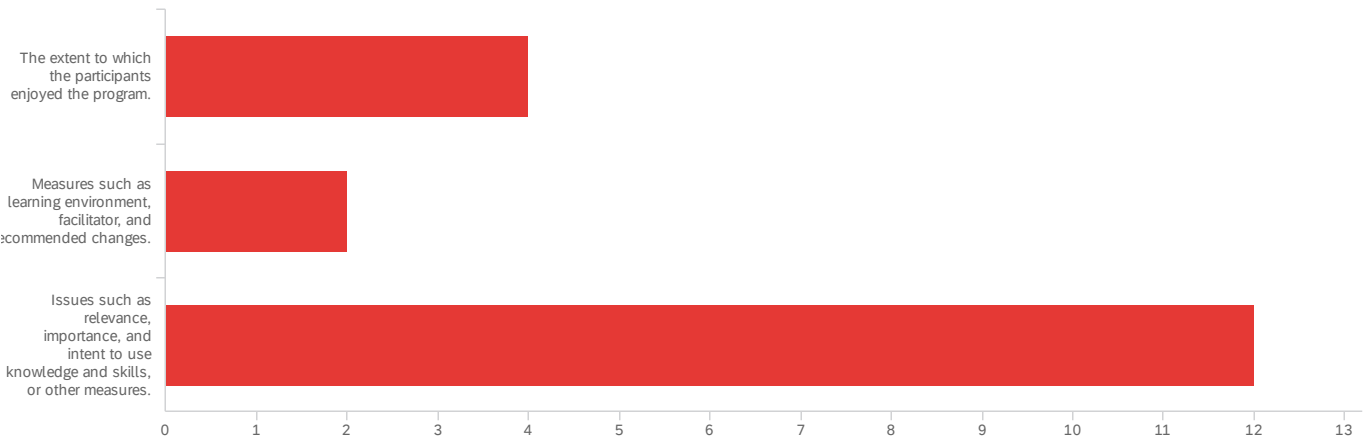


#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Reaction data are collected during a GDU program:	1.00	3.00	2.37	0.87	0.76	19

#	Field	Choice Count
1	Frequently, when the facilitator requests it.	26.32% 5
2	Only when new programs are implemented, or major changes are made in the program.	10.53% 2
3	Always.	63.16% 12
		19

Showing rows 1 - 4 of 4

Q15 - Reaction data focus on:

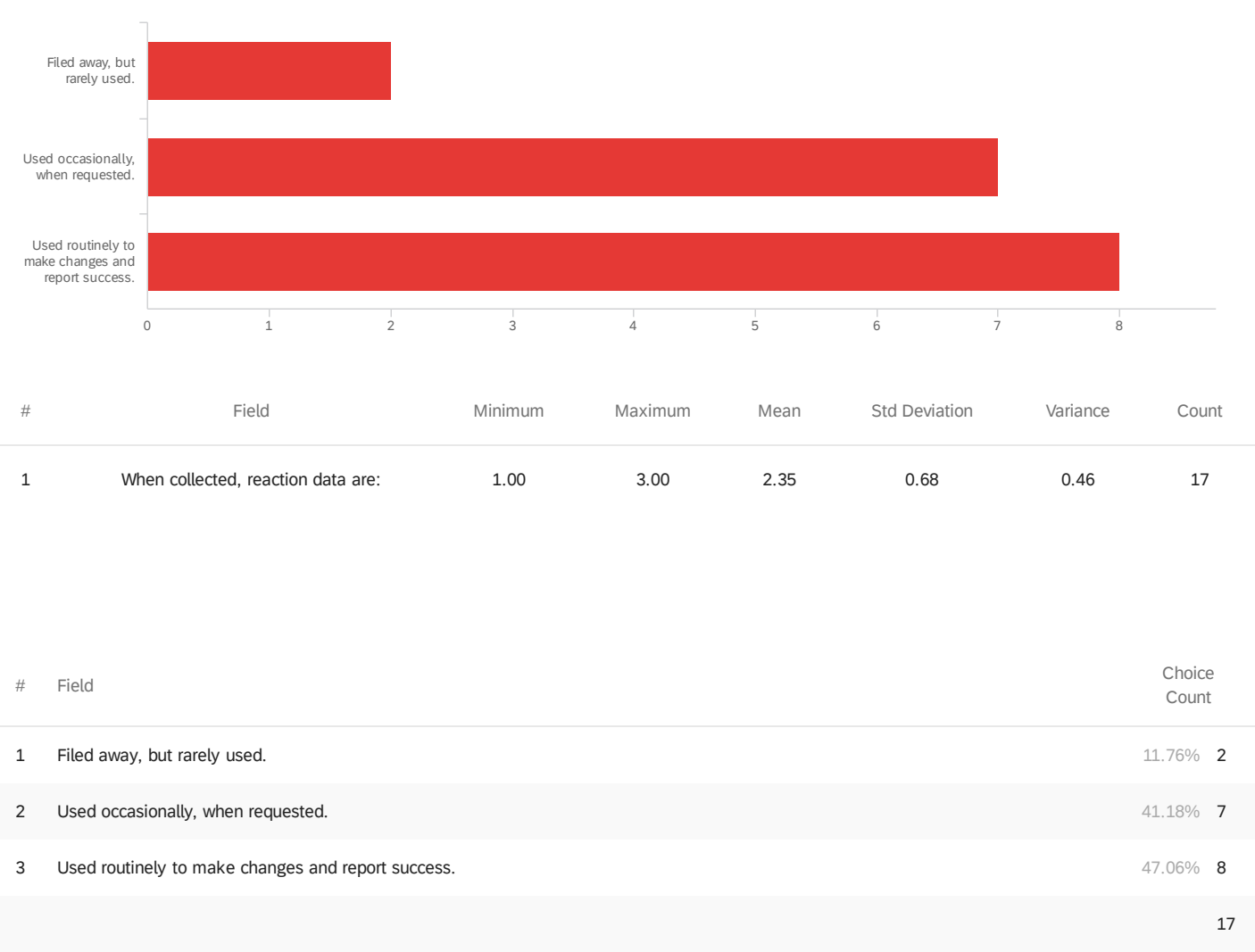


#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Reaction data focus on:	1.00	3.00	2.44	0.83	0.69	18

#	Field	Choice Count
1	The extent to which the participants enjoyed the program.	22.22% 4
2	Measures such as learning environment, facilitator, and recommended changes.	11.11% 2
3	Issues such as relevance, importance, and intent to use knowledge and skills, or other measures.	66.67% 12
		18

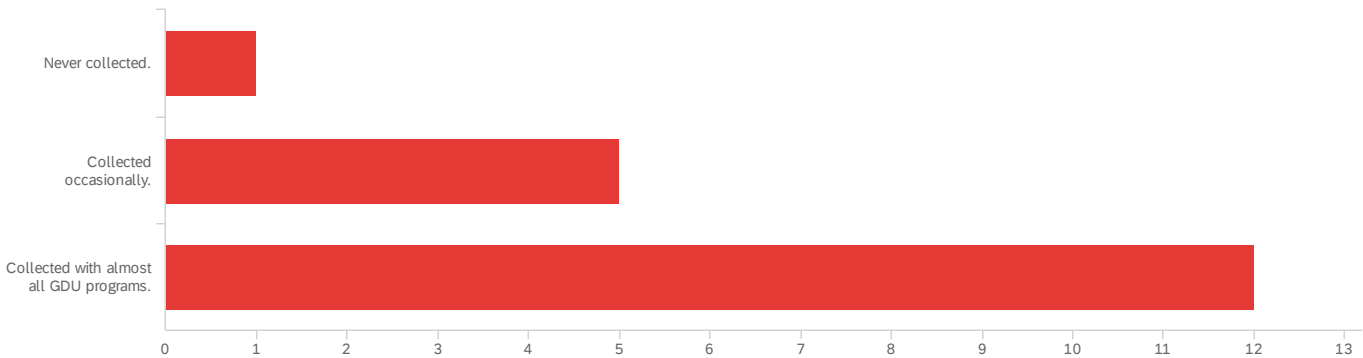
Showing rows 1 - 4 of 4

Q16 - When collected, reaction data are:



Showing rows 1 - 4 of 4

Q17 - Reaction data, with specific planned actions, are:

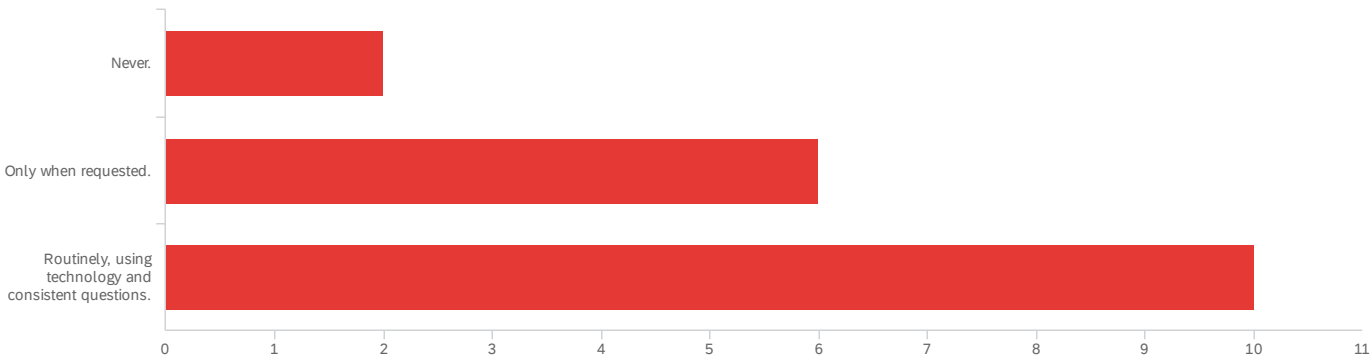


#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Reaction data, with specific planned actions, are:	1.00	3.00	2.61	0.59	0.35	18

#	Field	Choice Count
1	Never collected.	5.56% 1
2	Collected occasionally.	27.78% 5
3	Collected with almost all GDU programs.	66.67% 12
		18

Showing rows 1 - 4 of 4

Q18 - Reaction data across programs are combined and integrated in an overall report:

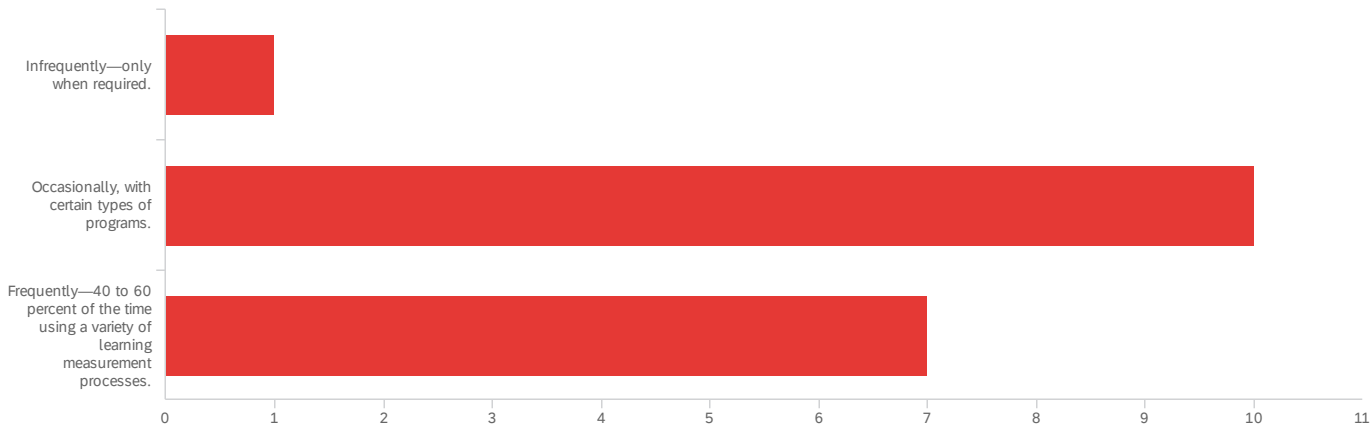


#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Reaction data across programs are combined and integrated in an overall report:	1.00	3.00	2.44	0.68	0.47	18

#	Field	Choice Count
1	Never.	11.11% 2
2	Only when requested.	33.33% 6
3	Routinely, using technology and consistent questions.	55.56% 10
		18

Showing rows 1 - 4 of 4

Q19 - Learning measurements are taken during GDU programs:

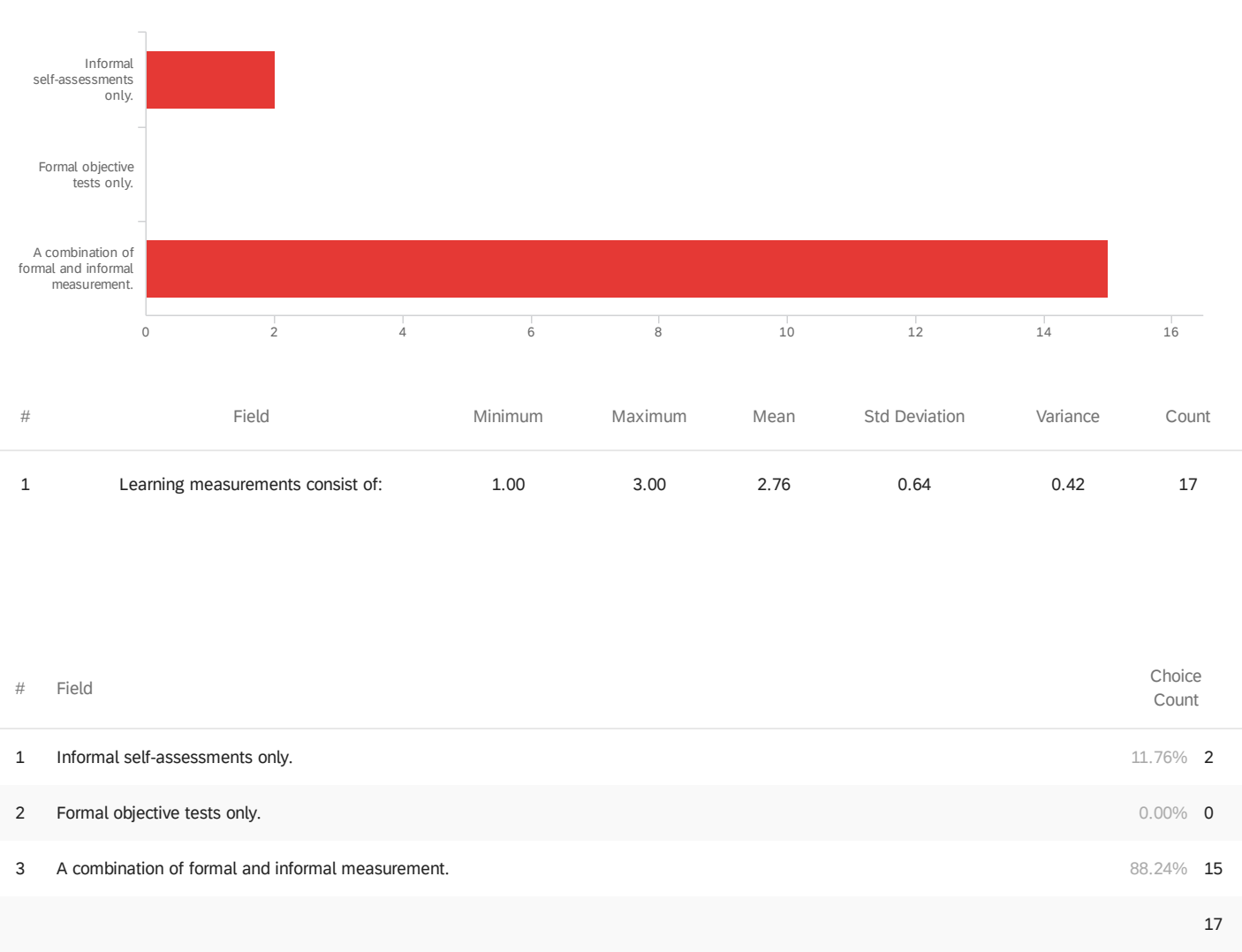


#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Learning measurements are taken during GDU programs:	1.00	3.00	2.33	0.58	0.33	18

#	Field	Choice Count
1	Infrequently—only when required.	5.56% 1
2	Occasionally, with certain types of programs.	55.56% 10
3	Frequently—40 to 60 percent of the time using a variety of learning measurement processes.	38.89% 7
		18

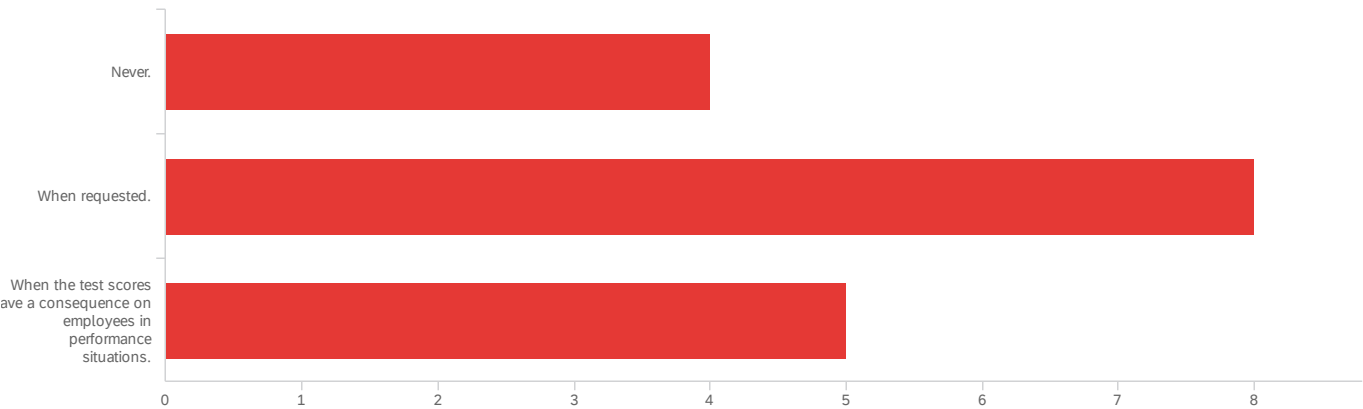
Showing rows 1 - 4 of 4

Q20 - Learning measurements consist of:



Showing rows 1 - 4 of 4

Q21 - Formal tests are checked for both reliability and validity:

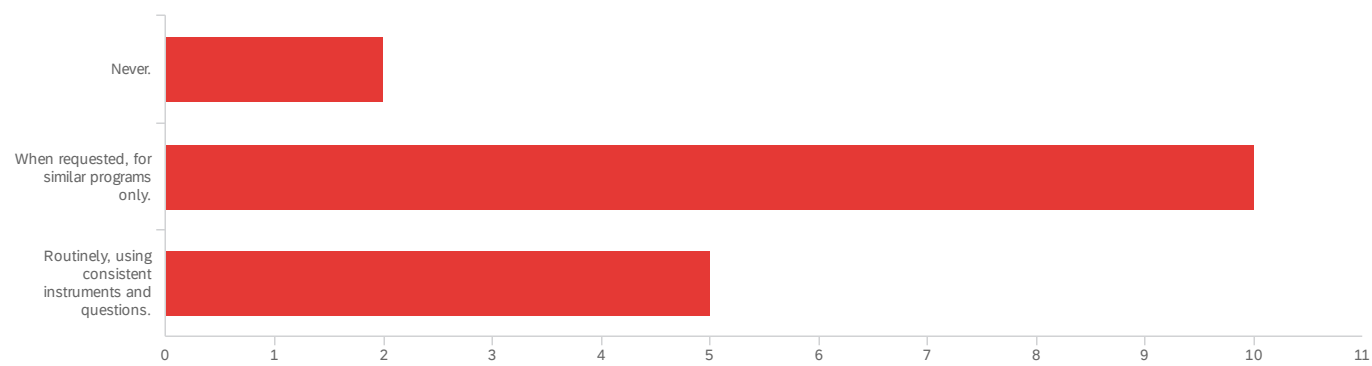


#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Formal tests are checked for both reliability and validity:	1.00	3.00	2.06	0.73	0.53	17

#	Field	Choice Count
1	Never.	23.53% 4
2	When requested.	47.06% 8
3	When the test scores have a consequence on employees in performance situations.	29.41% 5
		17

Showing rows 1 - 4 of 4

Q22 - Learning measures are integrated and combined across programs:

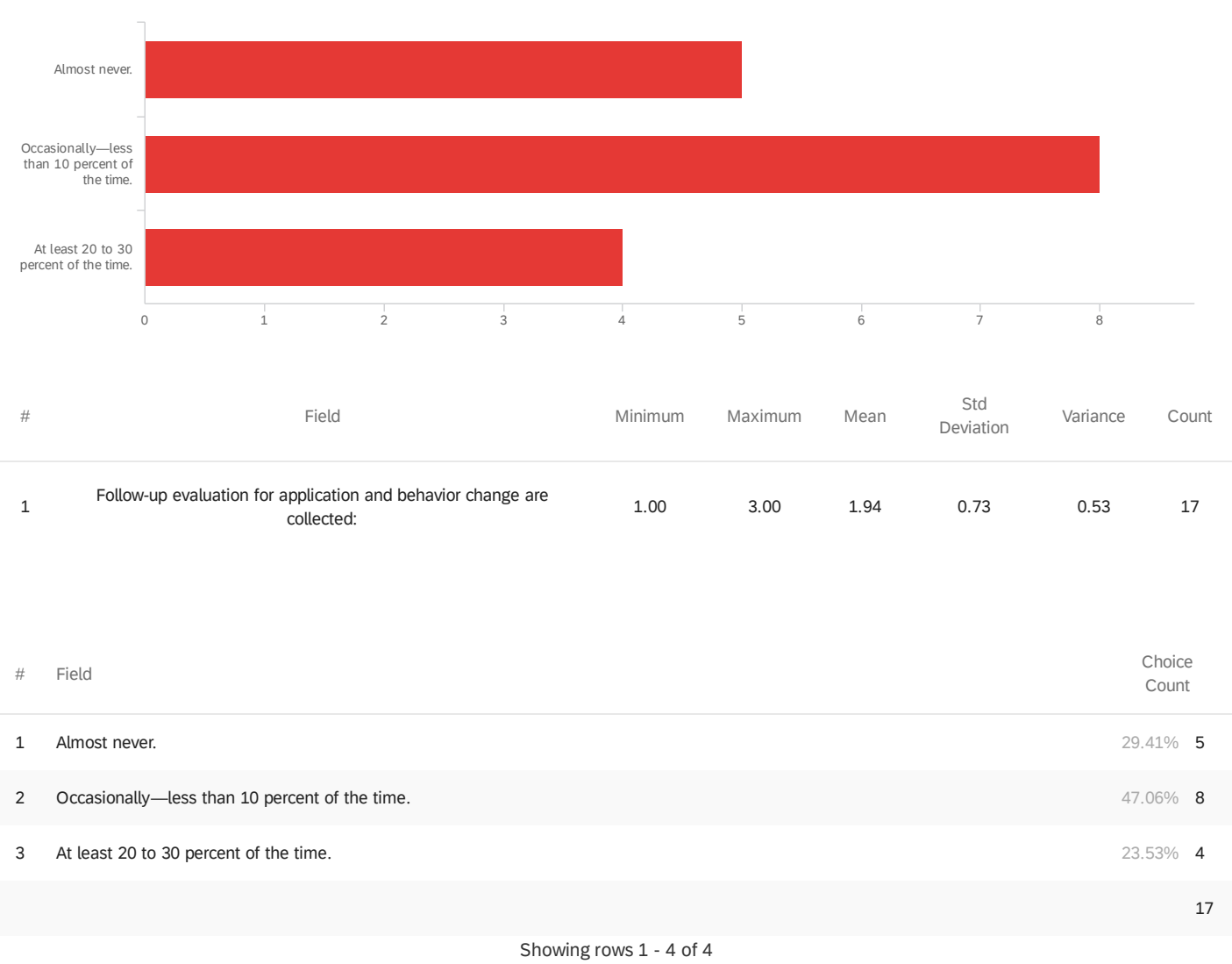


#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Learning measures are integrated and combined across programs:	1.00	3.00	2.18	0.62	0.38	17

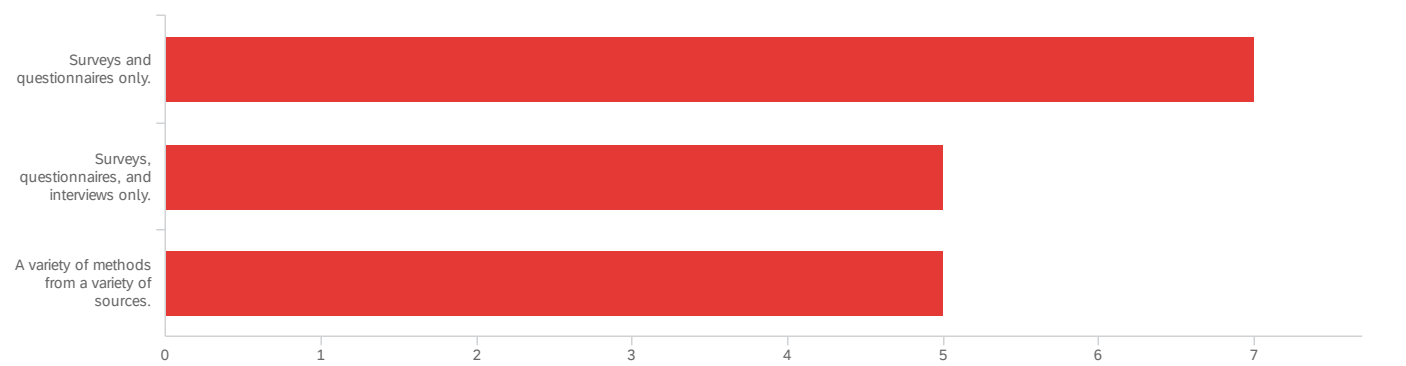
#	Field	Choice Count
1	Never.	11.76% 2
2	When requested, for similar programs only.	58.82% 10
3	Routinely, using consistent instruments and questions.	29.41% 5
		17

Showing rows 1 - 4 of 4

Q23 - Follow-up evaluation for application and behavior change are collected:



Q24 - Follow-up data collection for application and behavior change use:

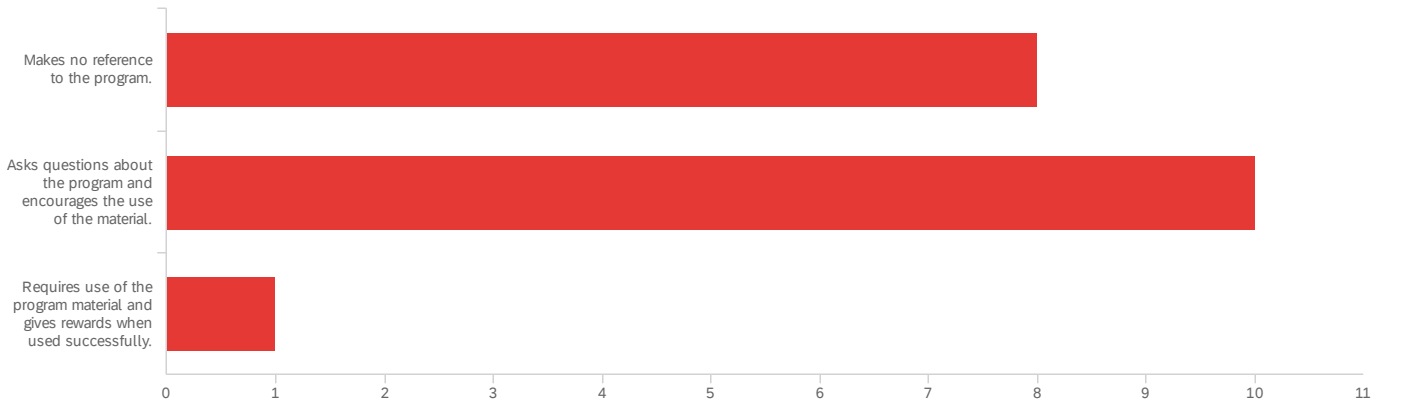


#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Follow-up data collection for application and behavior change use:	1.00	3.00	1.88	0.83	0.69	17

#	Field	Choice Count
1	Surveys and questionnaires only.	41.18% 7
2	Surveys, questionnaires, and interviews only.	29.41% 5
3	A variety of methods from a variety of sources.	29.41% 5
		17

Showing rows 1 - 4 of 4

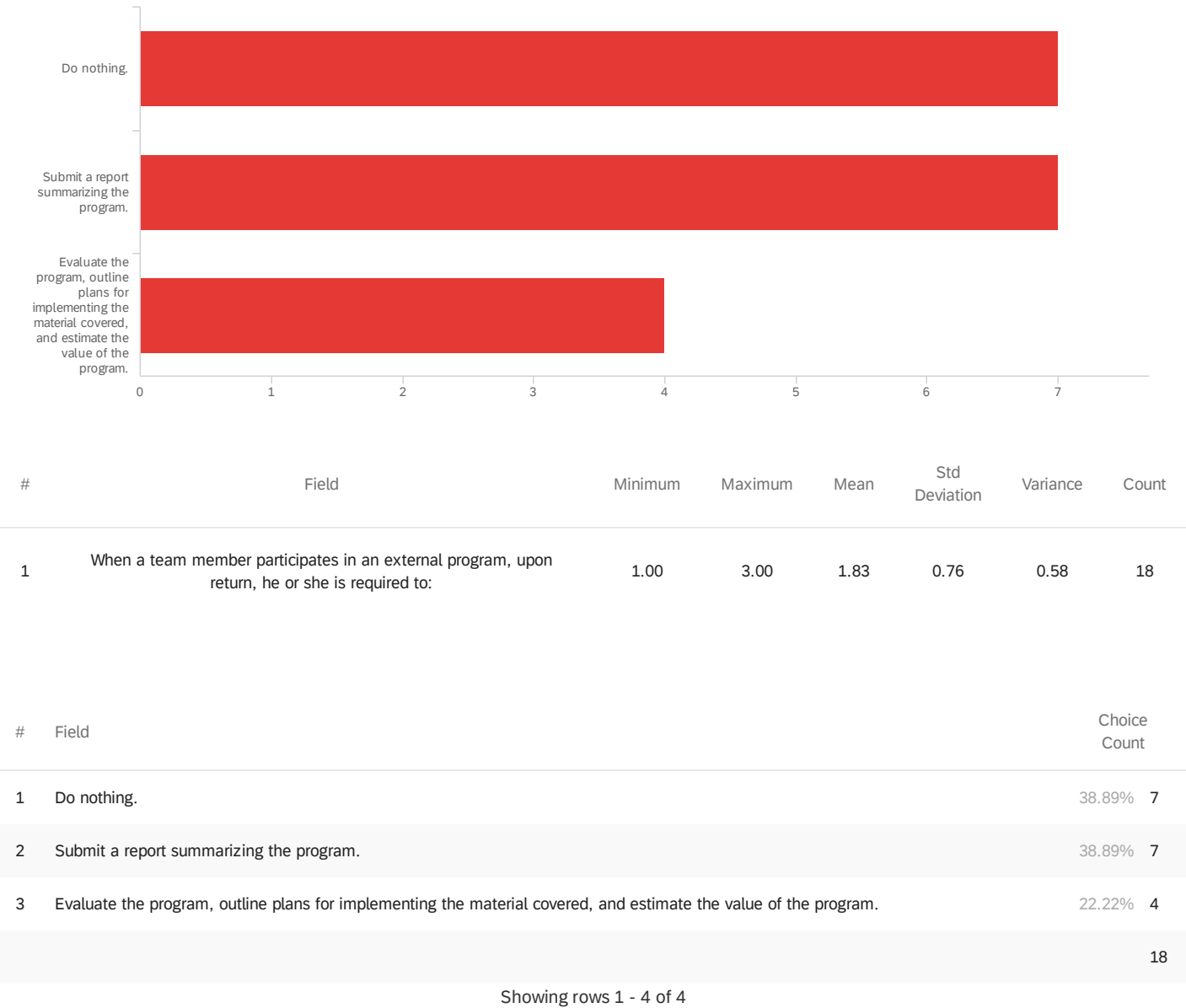
Q25 - When a team member completes a GDU program, his or her immediate manager usually:



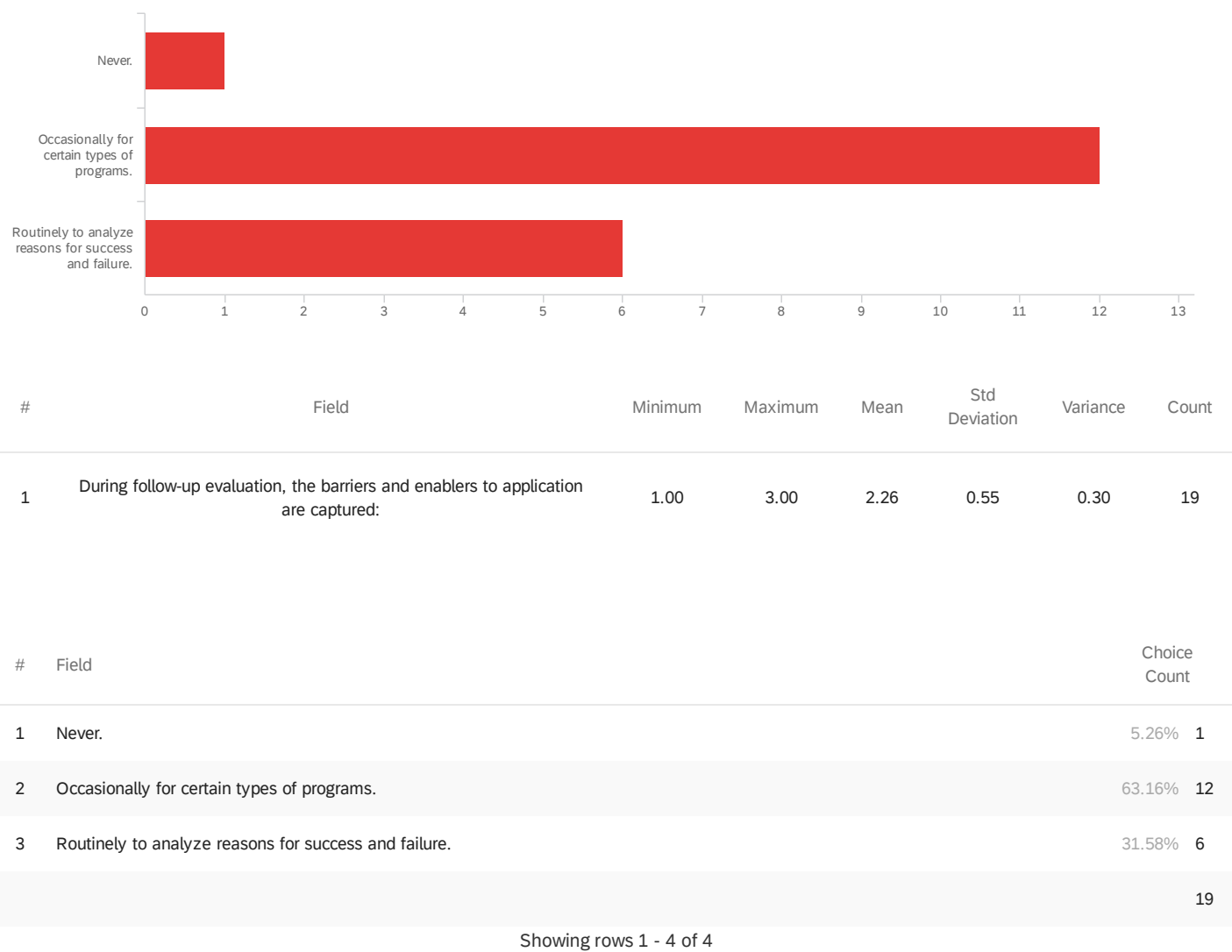
#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	When a team member completes a GDU program, his or her immediate manager usually:	1.00	3.00	1.63	0.58	0.34	19

#	Field	Choice Count
1	Makes no reference to the program.	42.11% 8
2	Asks questions about the program and encourages the use of the material.	52.63% 10
3	Requires use of the program material and gives rewards when used successfully.	5.26% 1
		19

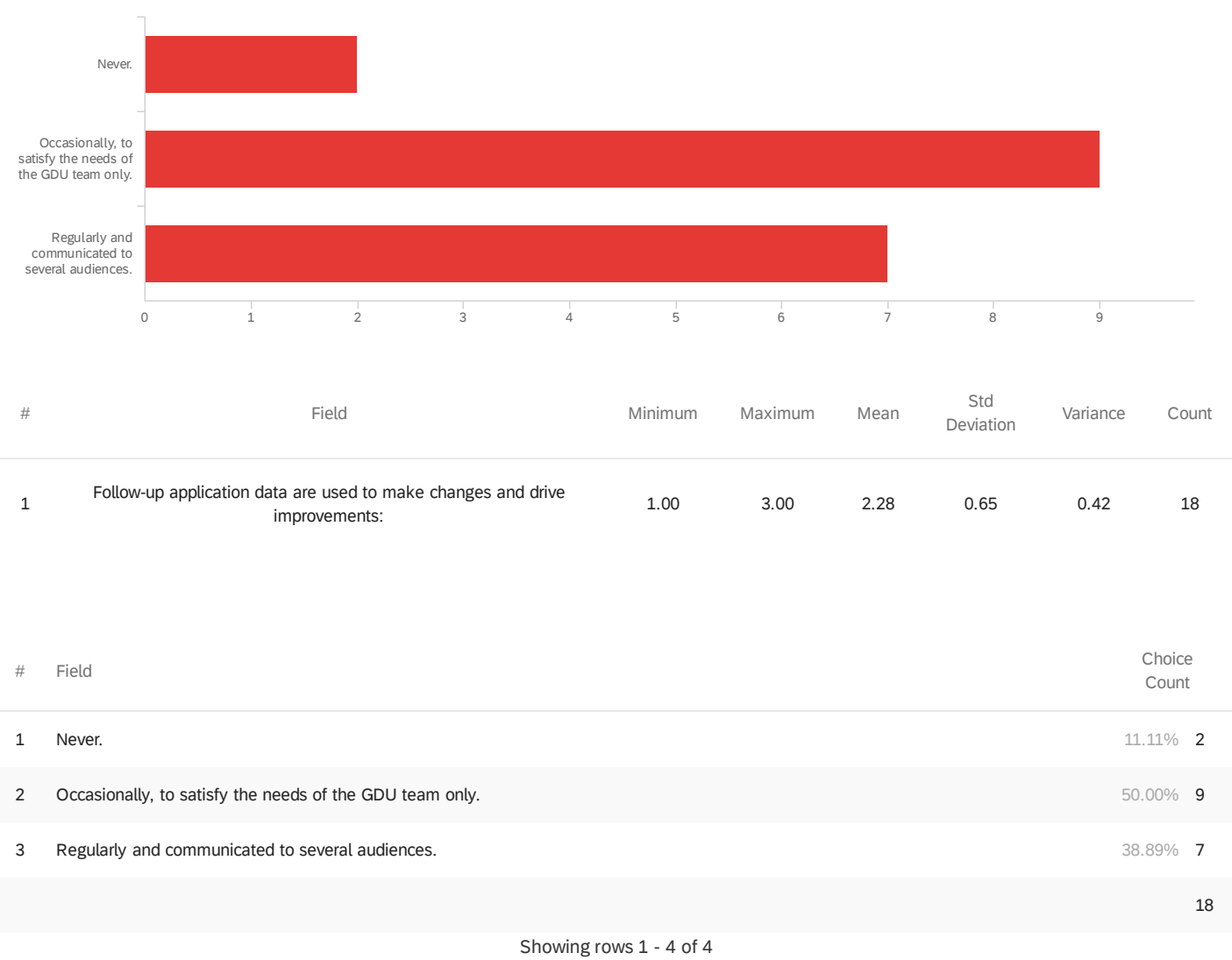
Q26 - When a team member participates in an external program, upon return, he or she is required to:



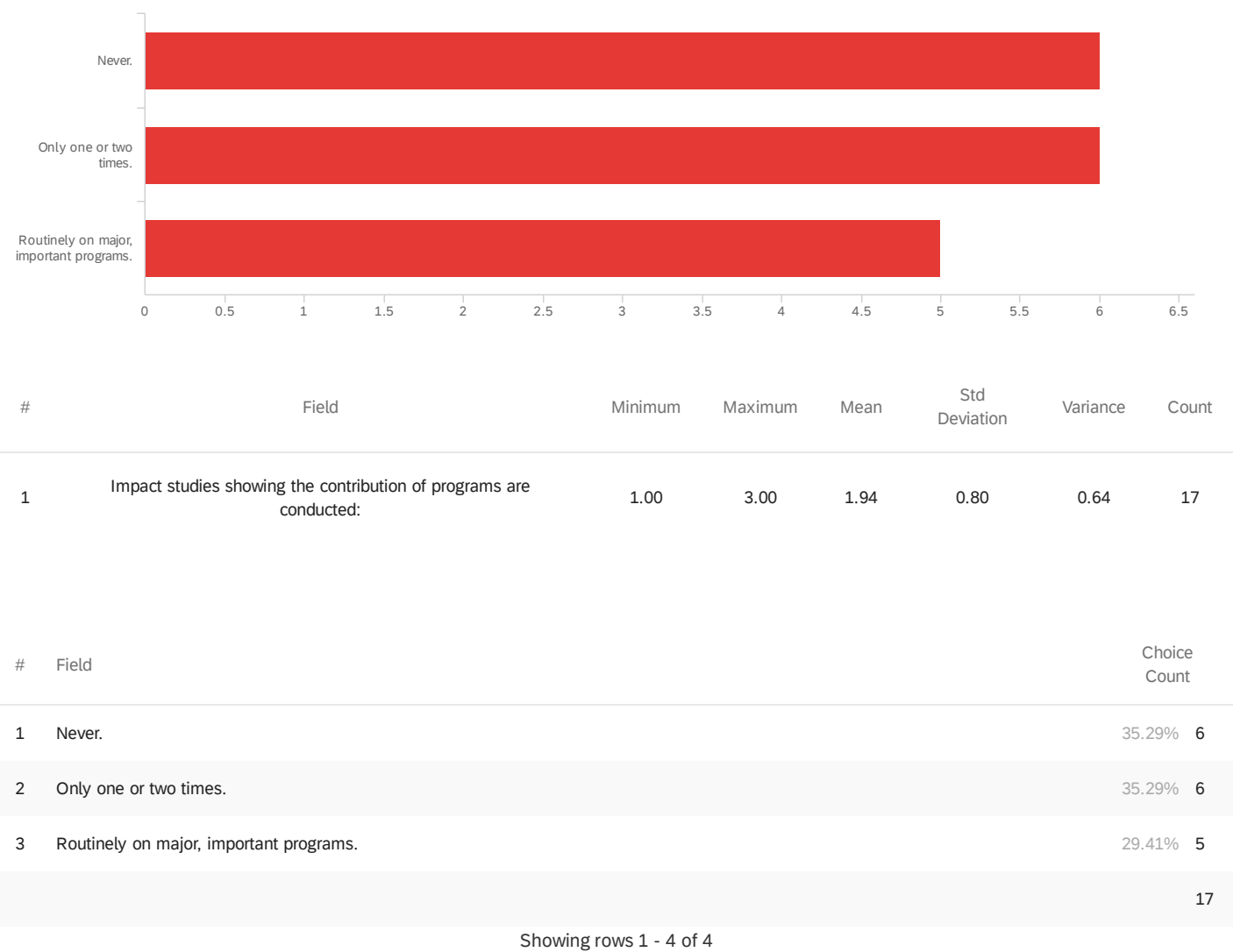
Q27 - During follow-up evaluation, the barriers and enablers to application are captured:



Q28 - Follow-up application data are used to make changes and drive improvements:

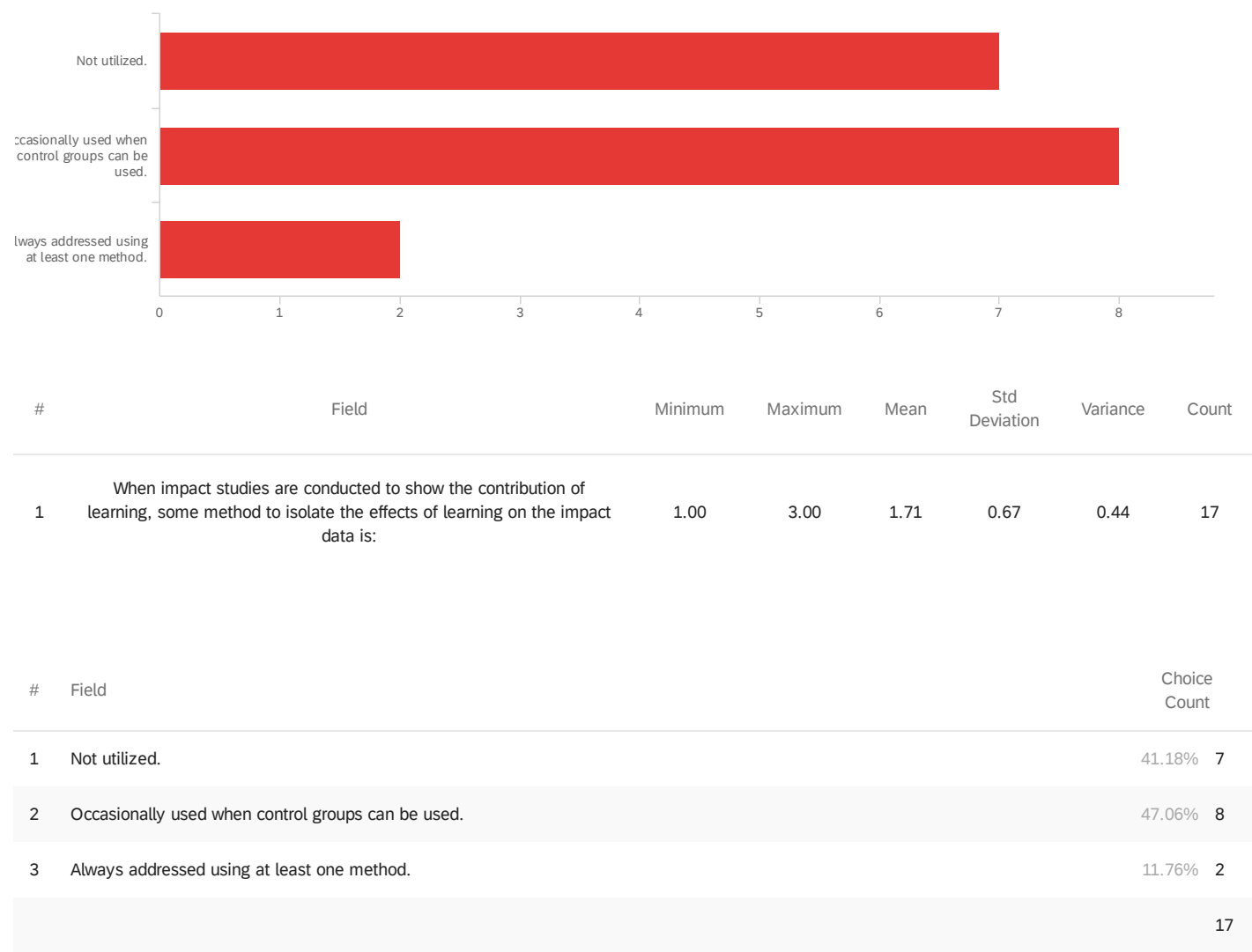


Q29 - Impact studies showing the contribution of programs are conducted:



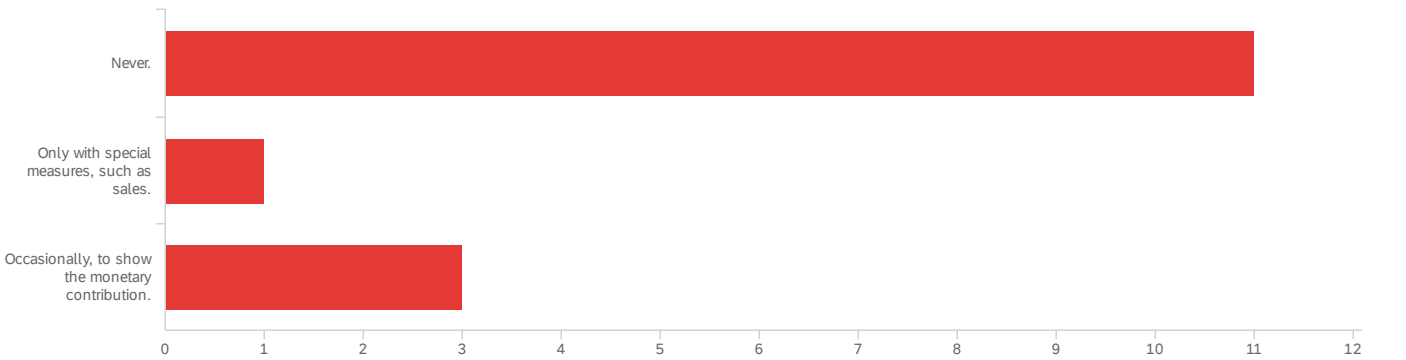
Q30 - When impact studies are conducted to show the contribution of learning, some

method to isolate the effects of learning on the impact data is:



Showing rows 1 - 4 of 4

Q31 - The actual monetary value of the impact of learning is developed:

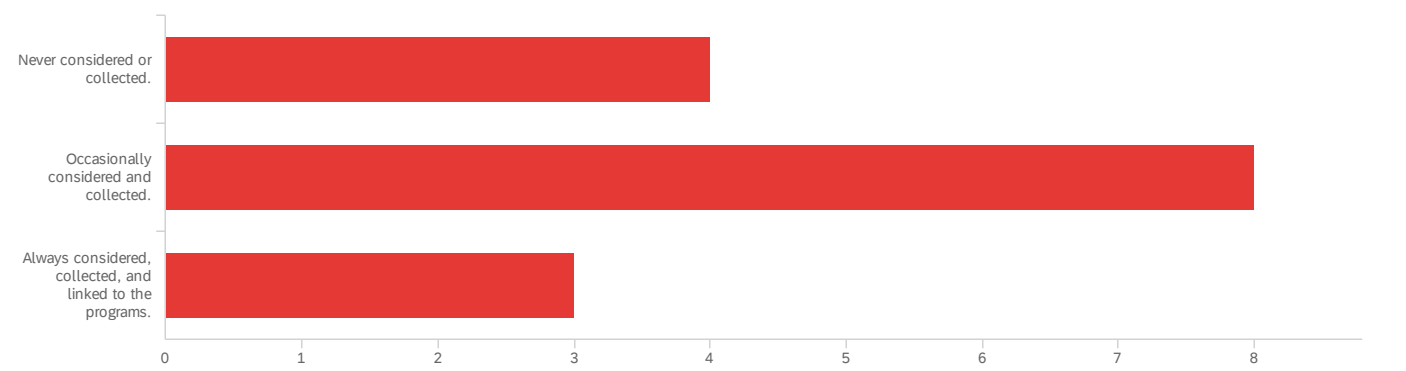


#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	The actual monetary value of the impact of learning is developed:	1.00	3.00	1.47	0.81	0.65	15

#	Field	Choice Count
1	Never.	73.33% 11
2	Only with special measures, such as sales.	6.67% 1
3	Occasionally, to show the monetary contribution.	20.00% 3
		15

Showing rows 1 - 4 of 4

Q32 - Intangible data linked to GDU programs are:

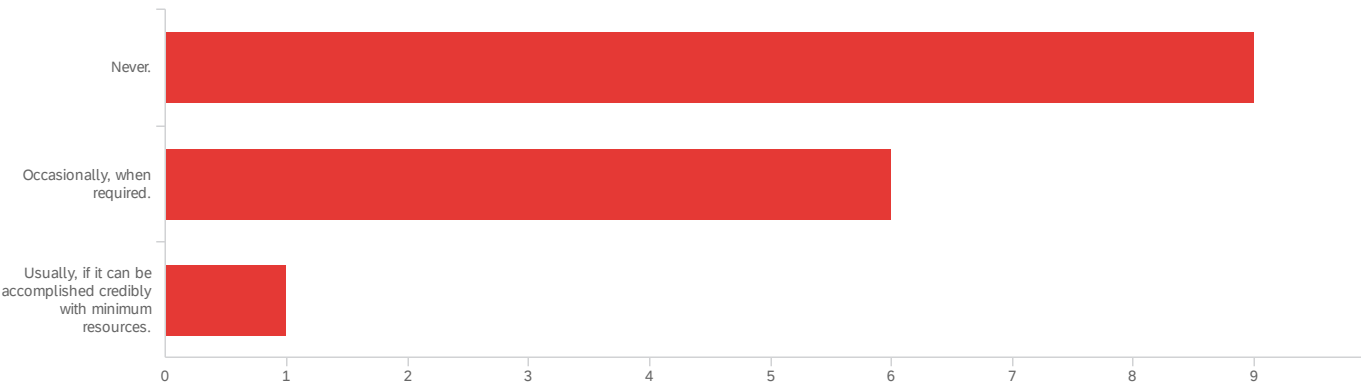


#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Intangible data linked to GDU programs are:	1.00	3.00	1.93	0.68	0.46	15

#	Field	Choice Count
1	Never considered or collected.	26.67% 4
2	Occasionally considered and collected.	53.33% 8
3	Always considered, collected, and linked to the programs.	20.00% 3
		15

Showing rows 1 - 4 of 4

Q33 - Intangible data are converted to monetary value:

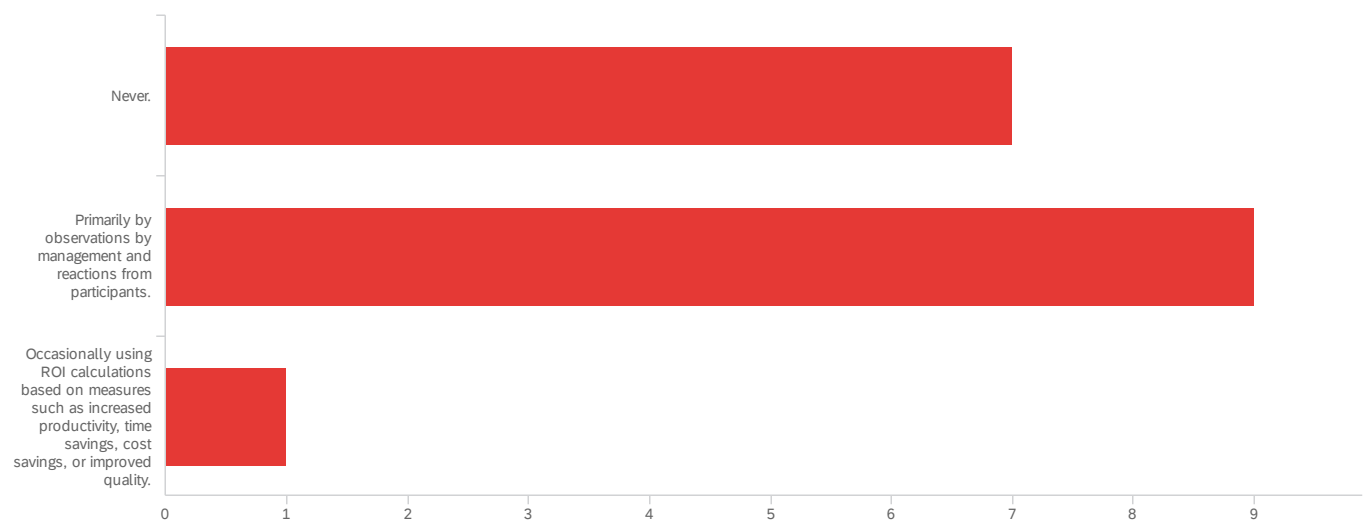


#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Intangible data are converted to monetary value:	1.00	3.00	1.50	0.61	0.38	16

#	Field	Choice Count
1	Never.	56.25% 9
2	Occasionally, when required.	37.50% 6
3	Usually, if it can be accomplished credibly with minimum resources.	6.25% 1
		16

Showing rows 1 - 4 of 4

Q34 - The return on investment in GDU programs is measured:

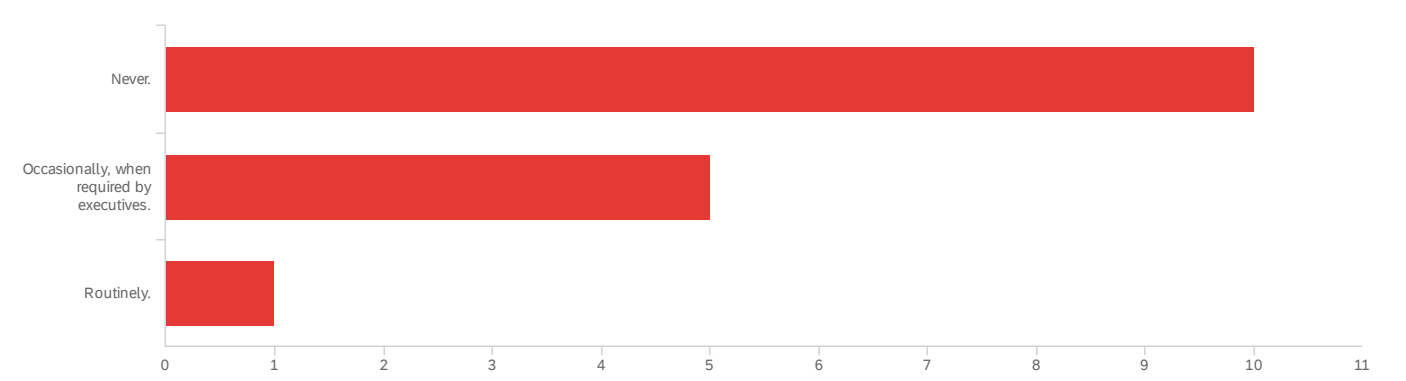


#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	The return on investment in GDU programs is measured:	1.00	3.00	1.65	0.59	0.35	17

#	Field	Choice Count
1	Never.	41.18% 7
2	Primarily by observations by management and reactions from participants.	52.94% 9
3	Occasionally using ROI calculations based on measures such as increased productivity, time savings, cost savings, or improved quality.	5.88% 1
		17

Showing rows 1 - 4 of 4

Q35 - ROI studies of major, expensive programs are developed:

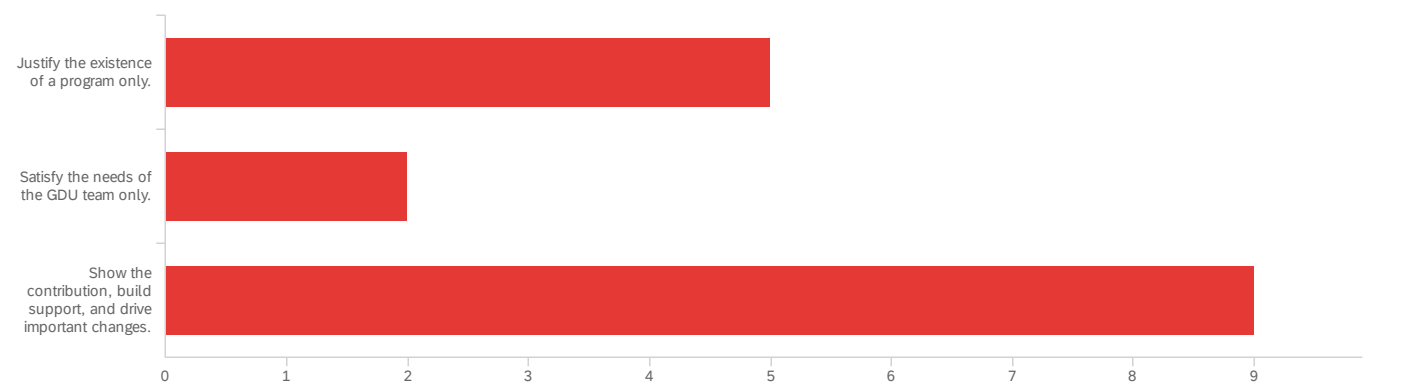


#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	ROI studies of major, expensive programs are developed:	1.00	3.00	1.44	0.61	0.37	16

#	Field	Choice Count
1	Never.	62.50% 10
2	Occasionally, when required by executives.	31.25% 5
3	Routinely.	6.25% 1
		16

Showing rows 1 - 4 of 4

Q36 - Data from impact and ROI studies are used to:

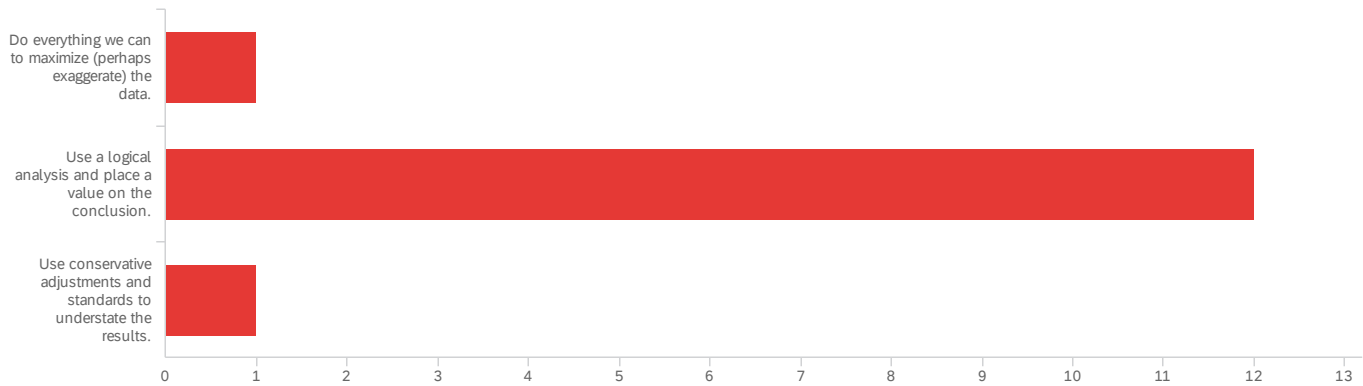


#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Data from impact and ROI studies are used to:	1.00	3.00	2.25	0.90	0.81	16

#	Field	Choice Count
1	Justify the existence of a program only.	31.25% 5
2	Satisfy the needs of the GDU team only.	12.50% 2
3	Show the contribution, build support, and drive important changes.	56.25% 9
		16

Showing rows 1 - 4 of 4

Q37 - When conducting impact and ROI studies, our approach is to:

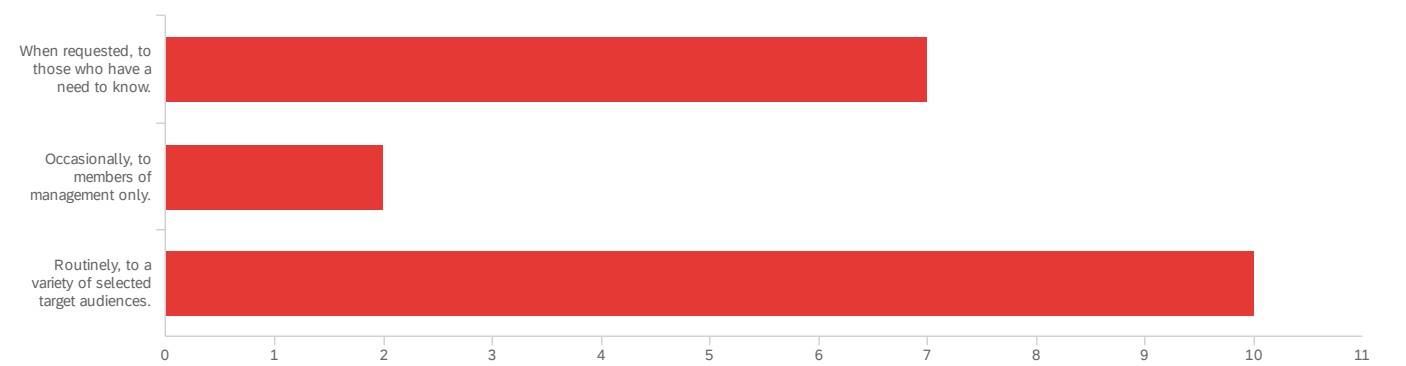


#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	When conducting impact and ROI studies, our approach is to:	1.00	3.00	2.00	0.38	0.14	14

#	Field	Choice Count
1	Do everything we can to maximize (perhaps exaggerate) the data.	7.14% 1
2	Use a logical analysis and place a value on the conclusion.	85.71% 12
3	Use conservative adjustments and standards to understate the results.	7.14% 1
		14

Showing rows 1 - 4 of 4

Q38 - The results of GDU programs are communicated:

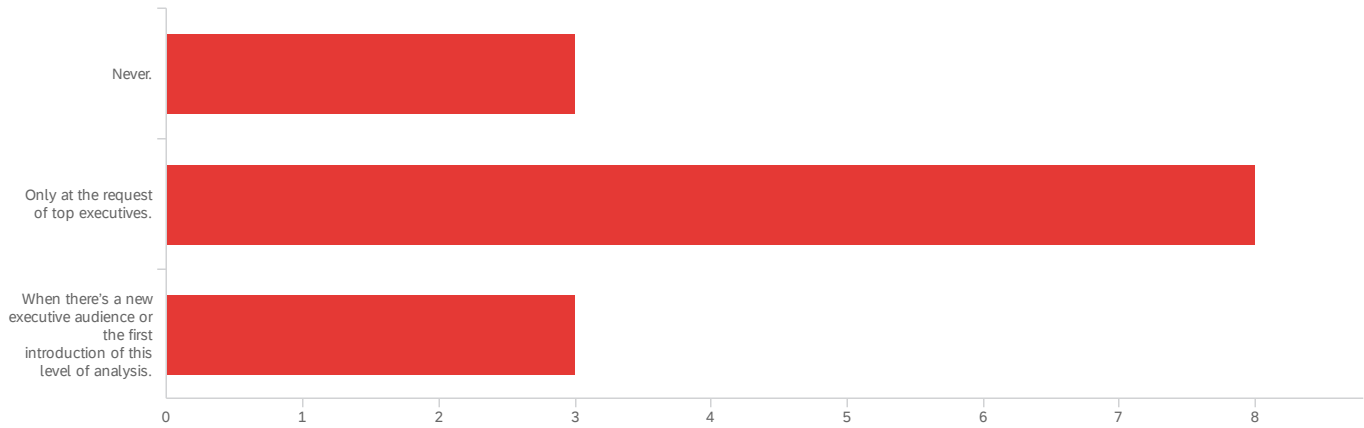


#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	The results of GDU programs are communicated:	1.00	3.00	2.16	0.93	0.87	19

#	Field	Choice Count
1	When requested, to those who have a need to know.	36.84% 7
2	Occasionally, to members of management only.	10.53% 2
3	Routinely, to a variety of selected target audiences.	52.63% 10
		19

Showing rows 1 - 4 of 4

Q39 - For key studies involving impact and ROI, face-to-face meetings with senior executives as a communication tool are conducted:

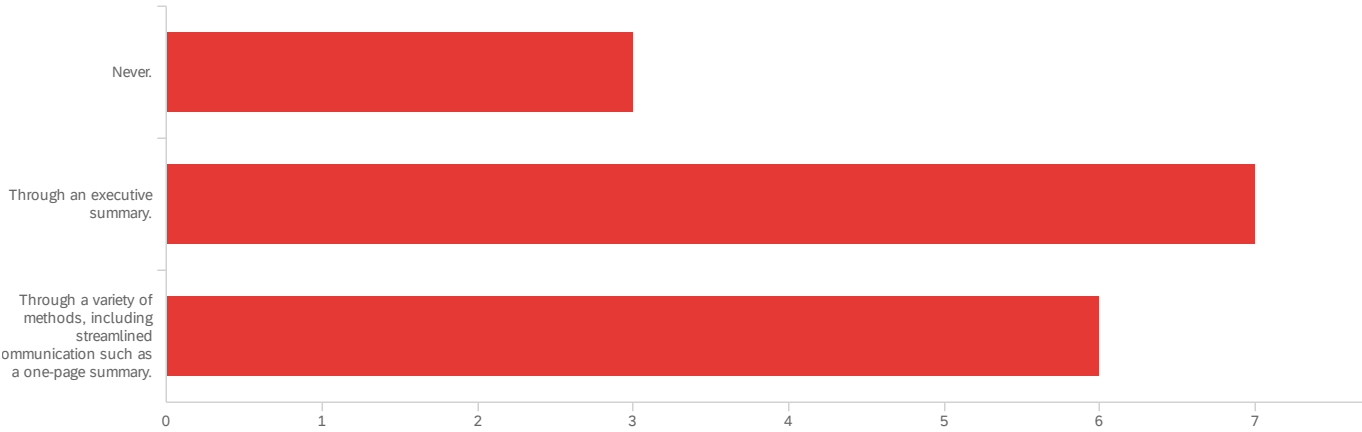


#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	For key studies involving impact and ROI, face-to-face meetings with senior executives as a communication tool are conducted:	1.00	3.00	2.00	0.65	0.43	14

#	Field	Choice Count
1	Never.	21.43% 3
2	Only at the request of top executives.	57.14% 8
3	When there's a new executive audience or the first introduction of this level of analysis.	21.43% 3
		14

Showing rows 1 - 4 of 4

Q40 - Evaluation data for application, impact, and ROI studies are routinely communicated:

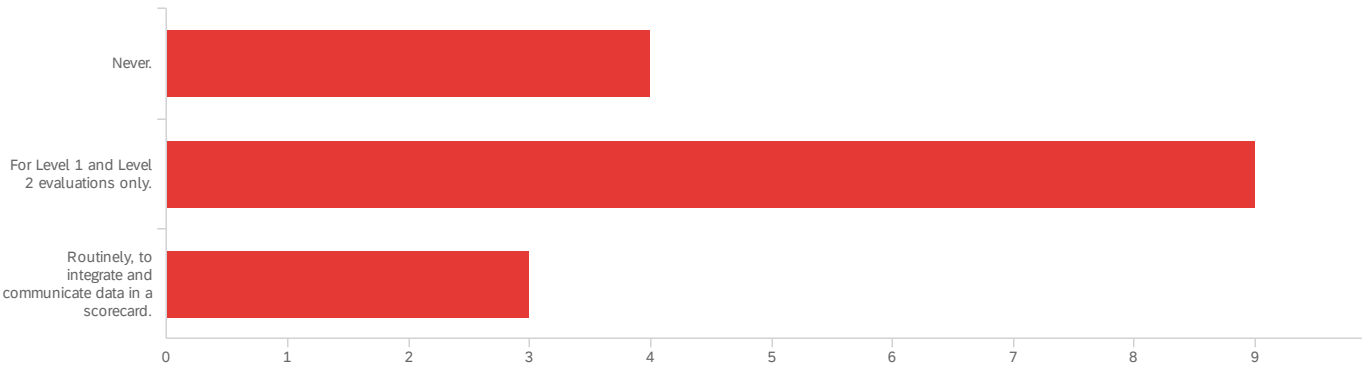


#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Evaluation data for application, impact, and ROI studies are routinely communicated:	1.00	3.00	2.19	0.73	0.53	16

#	Field	Choice Count
1	Never.	18.75% 3
2	Through an executive summary.	43.75% 7
3	Through a variety of methods, including streamlined communication such as a one-page summary.	37.50% 6
		16

Showing rows 1 - 4 of 4

Q41 - During the collection, analysis, and communication of evaluation data, technology is used:

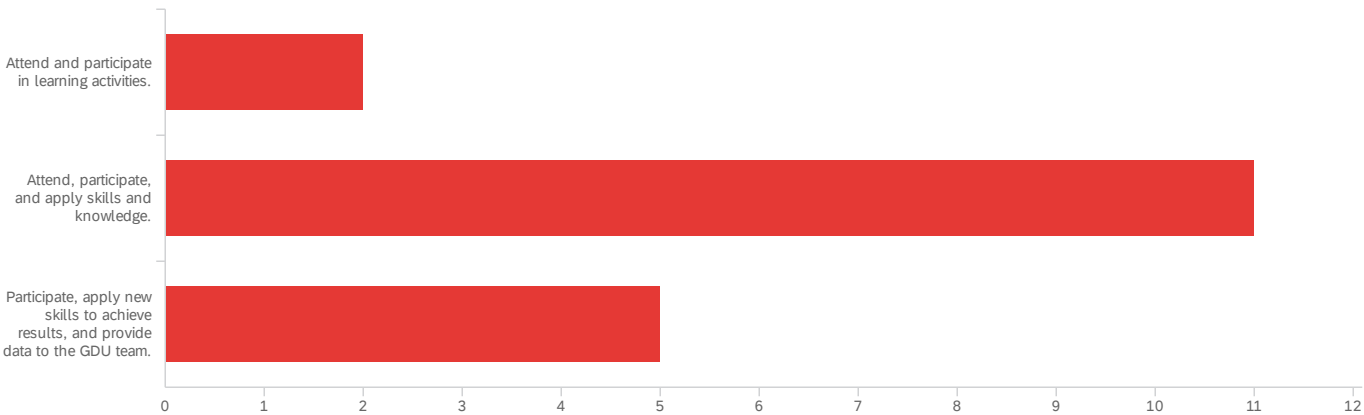


#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	During the collection, analysis, and communication of evaluation data, technology is used:	1.00	3.00	1.94	0.66	0.43	16

#	Field	Choice Count
1	Never.	25.00% 4
2	For Level 1 and Level 2 evaluations only.	56.25% 9
3	Routinely, to integrate and communicate data in a scorecard.	18.75% 3
		16

Showing rows 1 - 4 of 4

Q42 - The principal roles of participants in learning and development are to:

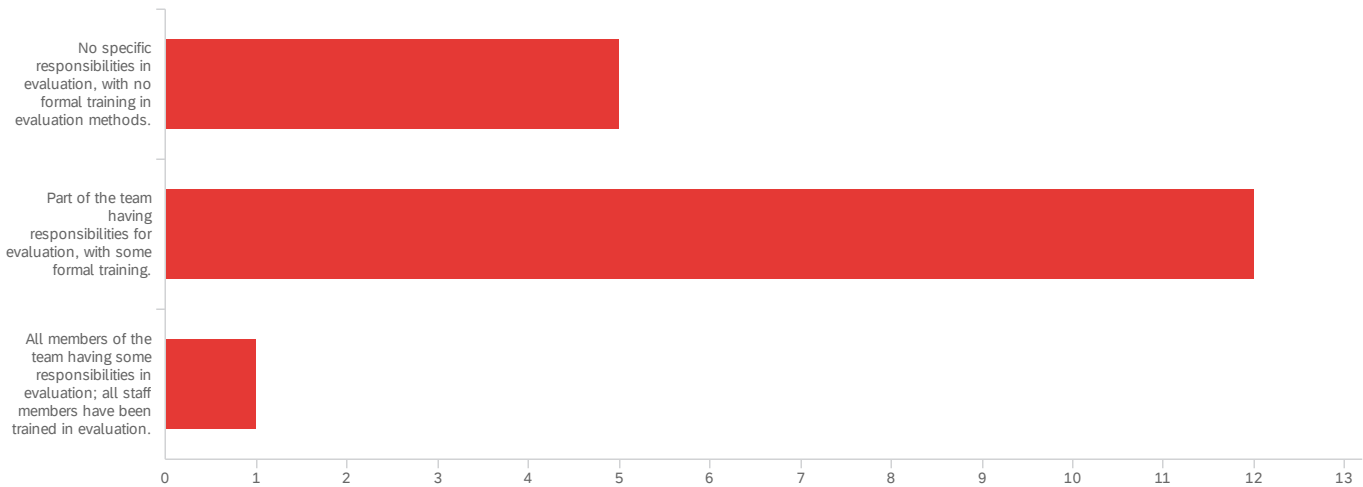


#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	The principal roles of participants in learning and development are to:	1.00	3.00	2.17	0.60	0.36	18

#	Field	Choice Count
1	Attend and participate in learning activities.	11.11% 2
2	Attend, participate, and apply skills and knowledge.	61.11% 11
3	Participate, apply new skills to achieve results, and provide data to the GDU team.	27.78% 5
		18

Showing rows 1 - 4 of 4

Q43 - The GDU staff involvement in evaluation consists of:

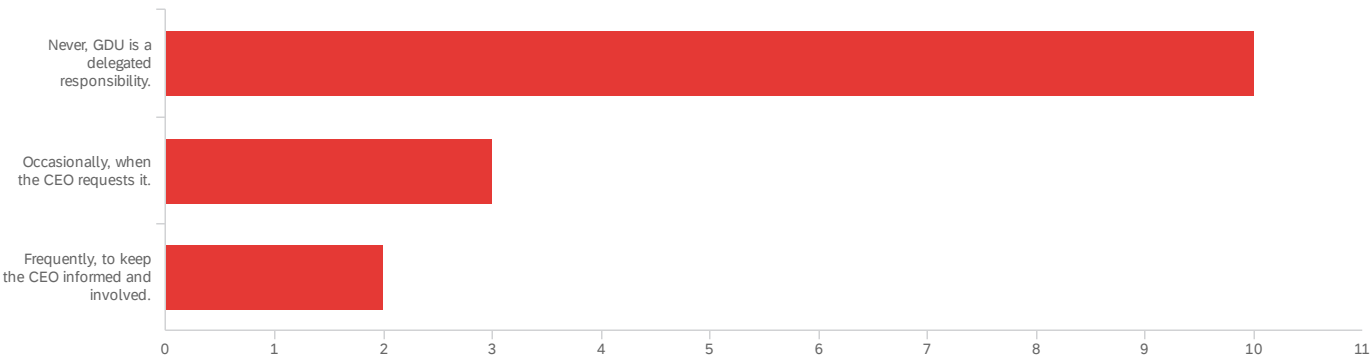


#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	The GDU staff involvement in evaluation consists of:	1.00	3.00	1.78	0.53	0.28	18

#	Field	Choice Count
1	No specific responsibilities in evaluation, with no formal training in evaluation methods.	27.78% 5
2	Part of the team having responsibilities for evaluation, with some formal training.	66.67% 12
3	All members of the team having some responsibilities in evaluation; all staff members have been trained in evaluation.	5.56% 1
		18

Showing rows 1 - 4 of 4

Q44 - The manager responsible for GDU interfaces with the CEO:

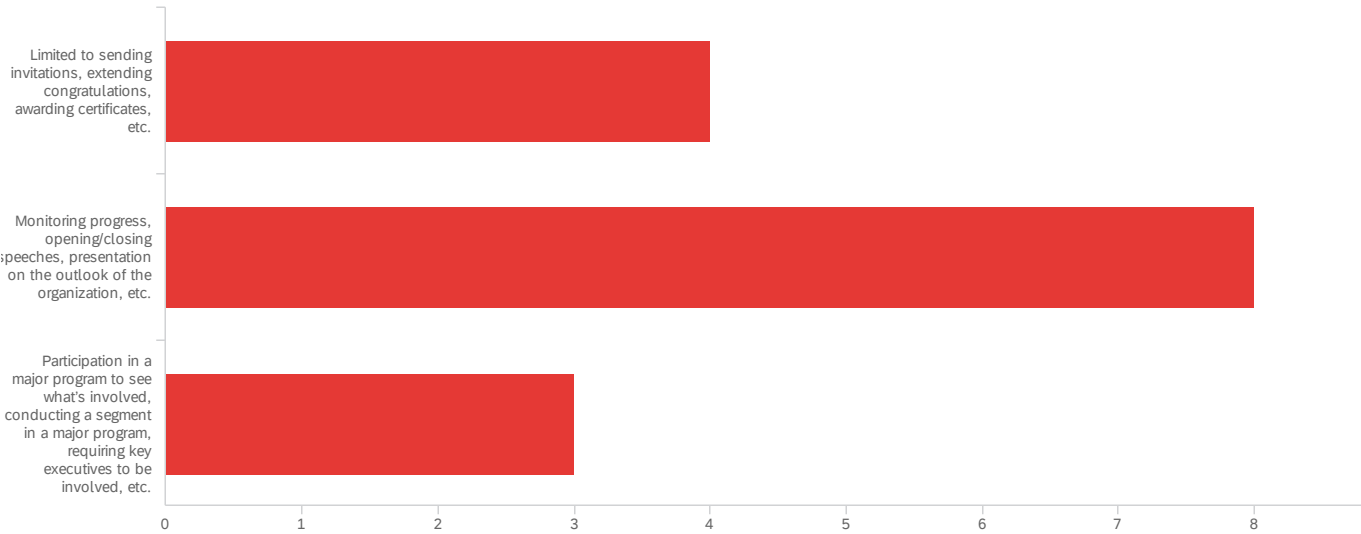


#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	The manager responsible for GDU interfaces with the CEO:	1.00	3.00	1.47	0.72	0.52	15

#	Field	Choice Count
1	Never, GDU is a delegated responsibility.	66.67% 10
2	Occasionally, when the CEO requests it.	20.00% 3
3	Frequently, to keep the CEO informed and involved.	13.33% 2
		15

Showing rows 1 - 4 of 4

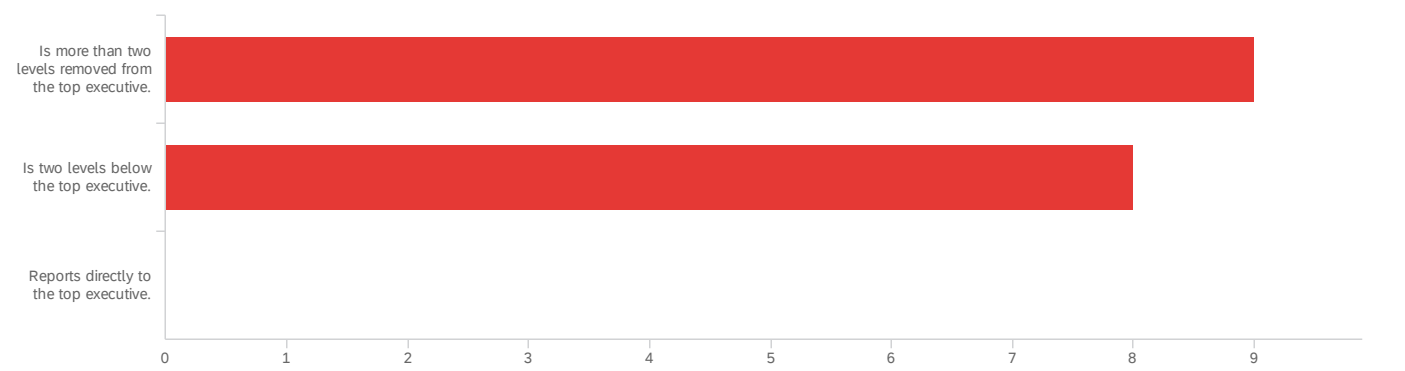
Q45 - The top executive’s involvement in the implementation of GDU programs is:



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	The top executive's involvement in the implementation of GDU programs is:	1.00	3.00	1.93	0.68	0.46	15

#	Field	Choice Count
1	Limited to sending invitations, extending congratulations, awarding certificates, etc.	26.67% 4
2	Monitoring progress, opening/closing speeches, presentation on the outlook of the organization, etc.	53.33% 8
3	Participation in a major program to see what's involved, conducting a segment in a major program, requiring key executives to be involved, etc.	20.00% 3
		15

Q46 - On the organization chart, the GDU manager:

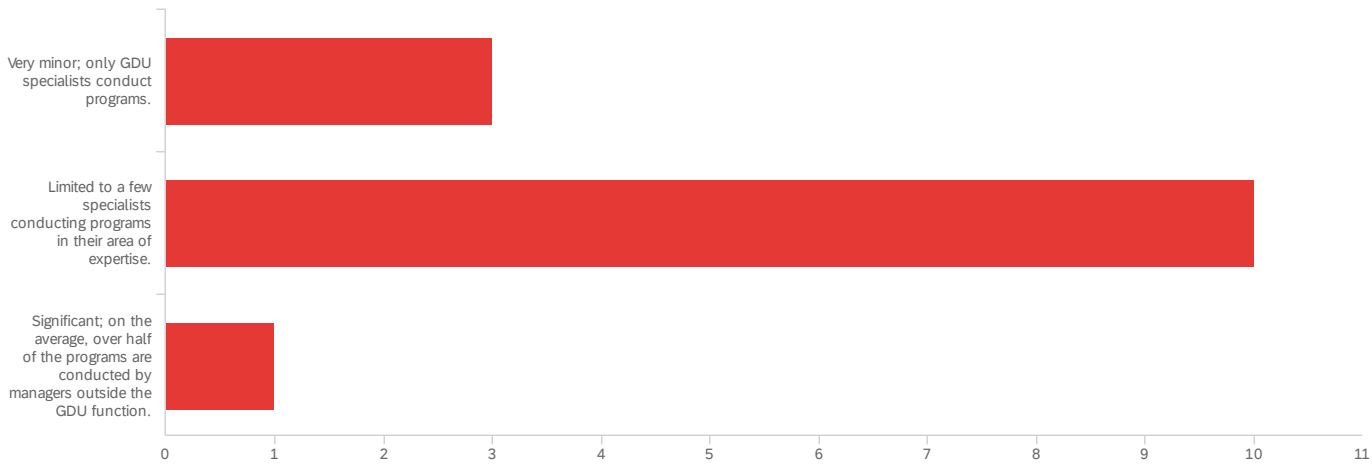


#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	On the organization chart, the GDU manager:	1.00	2.00	1.47	0.50	0.25	17

#	Field	Choice Count
1	Is more than two levels removed from the top executive.	52.94% 9
2	Is two levels below the top executive.	47.06% 8
3	Reports directly to the top executive.	0.00% 0
		17

Showing rows 1 - 4 of 4

Q47 - Key management involvement in implementing GDU programs is:

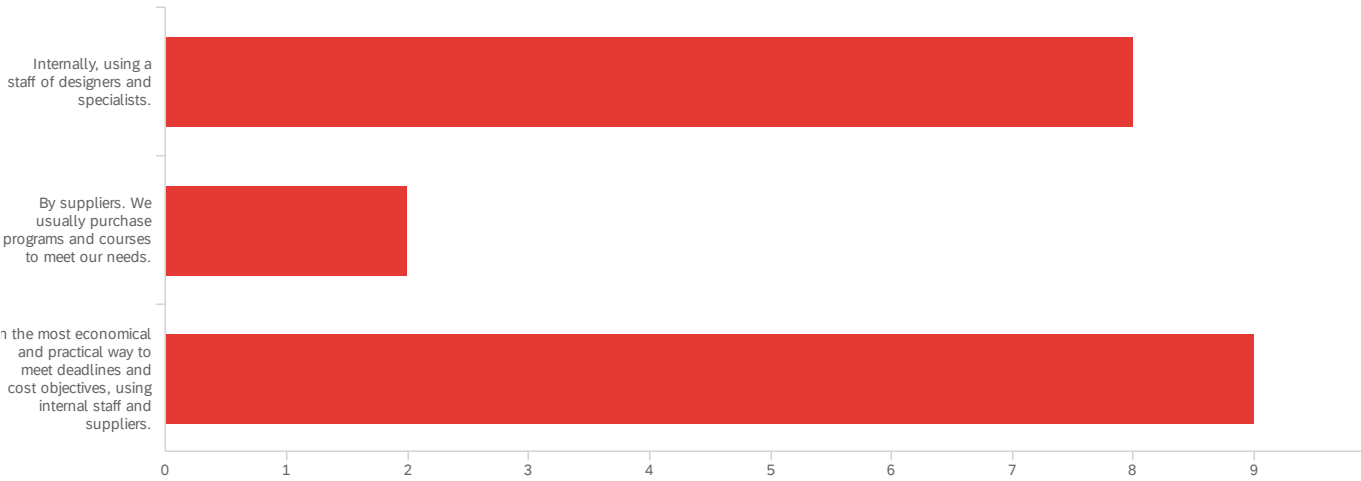


#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Key management involvement in implementing GDU programs is:	1.00	3.00	1.86	0.52	0.27	14

#	Field	Choice Count
1	Very minor; only GDU specialists conduct programs.	21.43% 3
2	Limited to a few specialists conducting programs in their area of expertise.	71.43% 10
3	Significant; on the average, over half of the programs are conducted by managers outside the GDU function.	7.14% 1
		14

Showing rows 1 - 4 of 4

Q48 - New programs are developed:

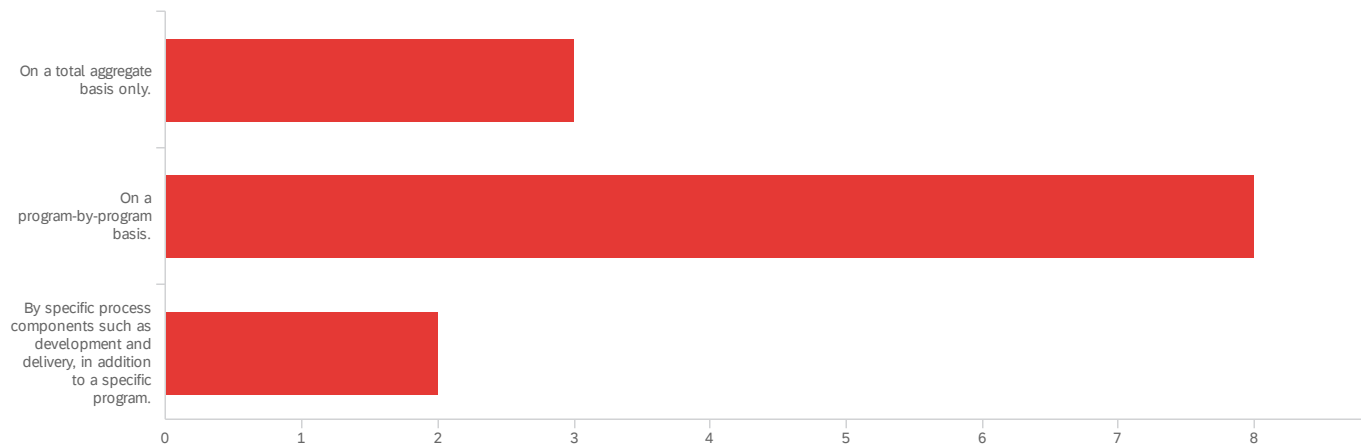


#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	New programs are developed:	1.00	3.00	2.05	0.94	0.89	19

#	Field	Choice Count
1	Internally, using a staff of designers and specialists.	42.11% 8
2	By suppliers. We usually purchase programs and courses to meet our needs.	10.53% 2
3	In the most economical and practical way to meet deadlines and cost objectives, using internal staff and suppliers.	47.37% 9
		19

Showing rows 1 - 4 of 4

Q49 - Costs for GDU programs are accumulated:

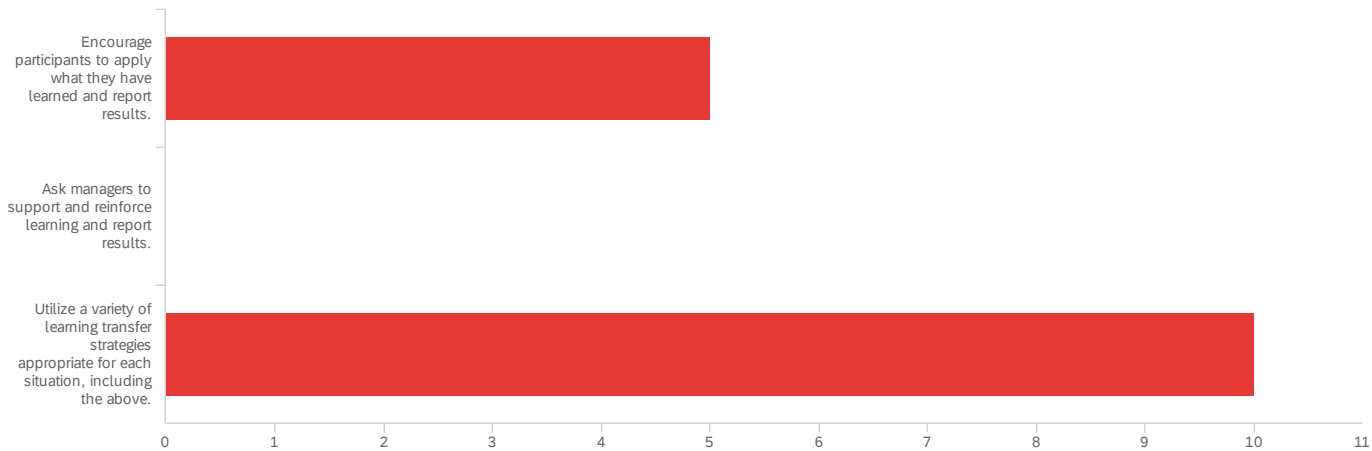


#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Costs for GDU programs are accumulated:	1.00	3.00	1.92	0.62	0.38	13

#	Field	Choice Count
1	On a total aggregate basis only.	23.08% 3
2	On a program-by-program basis.	61.54% 8
3	By specific process components such as development and delivery, in addition to a specific program.	15.38% 2
		13

Showing rows 1 - 4 of 4

Q50 - To ensure that learning is transferred into performance on the job, we:

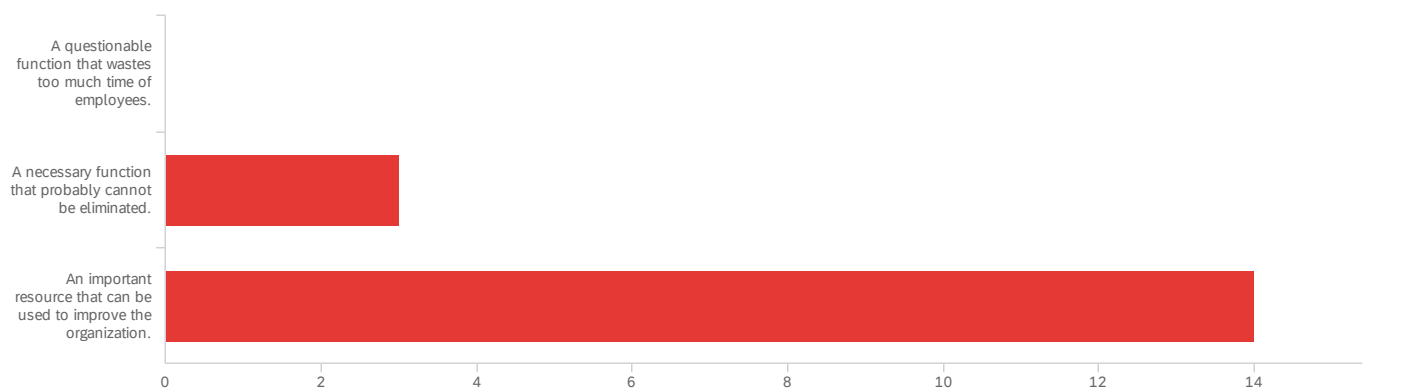


#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	To ensure that learning is transferred into performance on the job, we:	1.00	3.00	2.33	0.94	0.89	15

#	Field	Choice Count
1	Encourage participants to apply what they have learned and report results.	33.33% 5
2	Ask managers to support and reinforce learning and report results.	0.00% 0
3	Utilize a variety of learning transfer strategies appropriate for each situation, including the above.	66.67% 10
		15

Showing rows 1 - 4 of 4

Q51 - Most managers view GDU as:

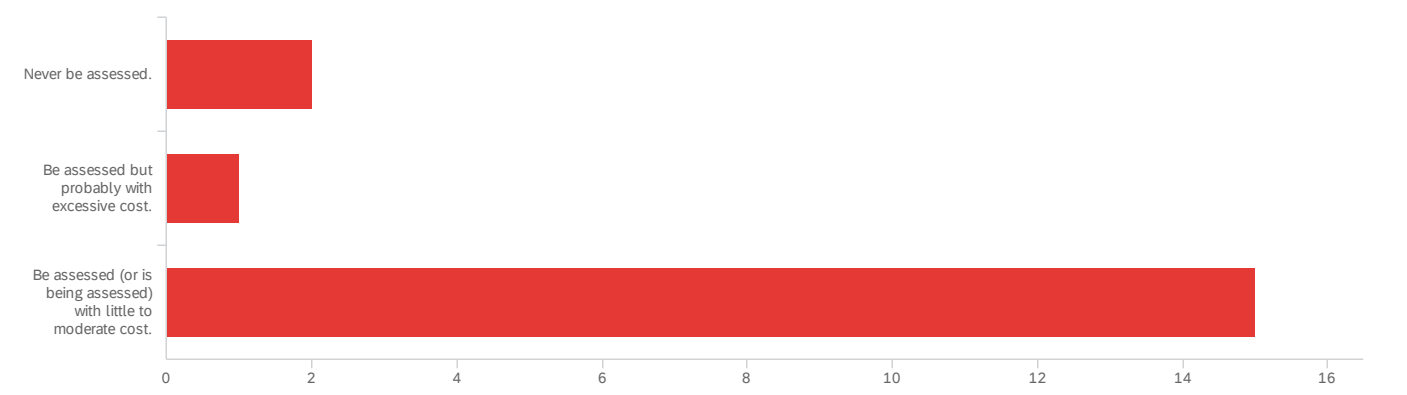


#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Most managers view GDU as:	2.00	3.00	2.82	0.38	0.15	17

#	Field	Choice Count
1	A questionable function that wastes too much time of employees.	0.00% 0
2	A necessary function that probably cannot be eliminated.	17.65% 3
3	An important resource that can be used to improve the organization.	82.35% 14
		17

Showing rows 1 - 4 of 4

Q52 - With the present GDU team and attitude toward results, the GDU contribution to the organization can:



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	With the present GDU team and attitude toward results, the GDU contribution to the organization can:	1.00	3.00	2.72	0.65	0.42	18

#	Field	Choice Count
1	Never be assessed.	11.11% 2
2	Be assessed but probably with excessive cost.	5.56% 1
3	Be assessed (or is being assessed) with little to moderate cost.	83.33% 15
		18

Showing rows 1 - 4 of 4

SC0 - Score

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Score	52.00	192.00	141.11	36.92	1362.73	19

End of Report