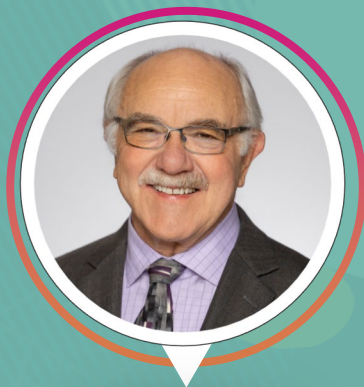


Designing Virtual Learning for Application, Impact, and ROI: Real Examples

atd **23**

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Designing Virtual Learning for Application & Impact

50 TECHNIQUES TO
ENSURE RESULTS

CINDY HUGGETT, JACK J. PHILLIPS
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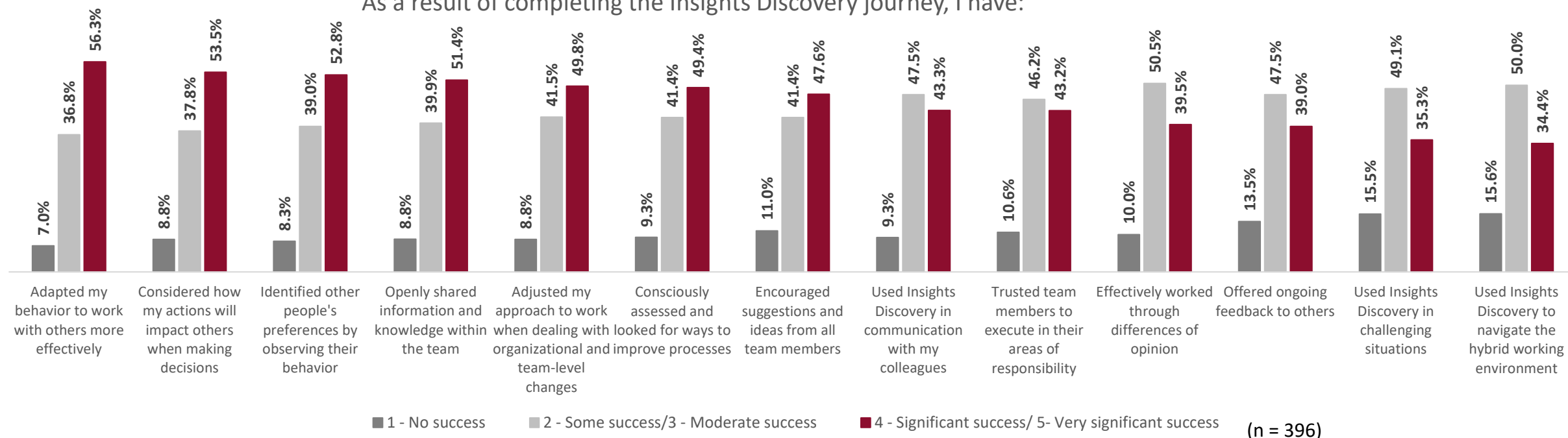
Evaluation Framework

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

The Value of Insights Discovery

Application

As a result of completing the Insights Discovery journey, I have:



Respondents reported having success in a variety of areas, including:

- Adapting their behavior to work with others more effectively
- Considering how their actions impact others when making decisions
- Identifying other people's preferences by observing their behavior
- Openly sharing information and knowledge within the team

Designing for Application and Impact

1. Design for interaction, engagement, and application.
2. Teach application.
3. Prepare facilitators to support learning transfer.
4. Set expectations in advance.
5. Have managers encourage application.
6. Have managers role model application.
7. Use job aids.

Benefits from Insights Discovery

Turnover
Reduction

Reduction in Days
to Proficiency

Time Savings

Career
Progression

Innovation

Agility

Other

Total

ROI Calculation

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

$$\text{ROI} = \frac{\$2,899,831 - \$468,864}{\$468,864} \times 100$$

518%

For every dollar invested, that dollar is returned – along with an additional \$5.18.

Effective Leadership in a Hybrid World of Work

Offered by
The Conference Board

Designed by
Udemy Business, The RBL Group, Ross School of Business University of Michigan

Delivered by
Udemy Business

Evaluated by
ROI Institute



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Effective Leadership in a Hybrid World of Work

Research Questions

- What leadership skills are required for success in this hybrid work environment?
- Can leadership skills effectively be developed in a hybrid learning environment with equal or higher efficacy than traditional in-person approaches?
- What elements of a hybrid leadership development program are critical to success?
- What factors contribute to developing sustained behavior change?
- Can a hybrid leadership development program deliver demonstrable business impact?

Methodology

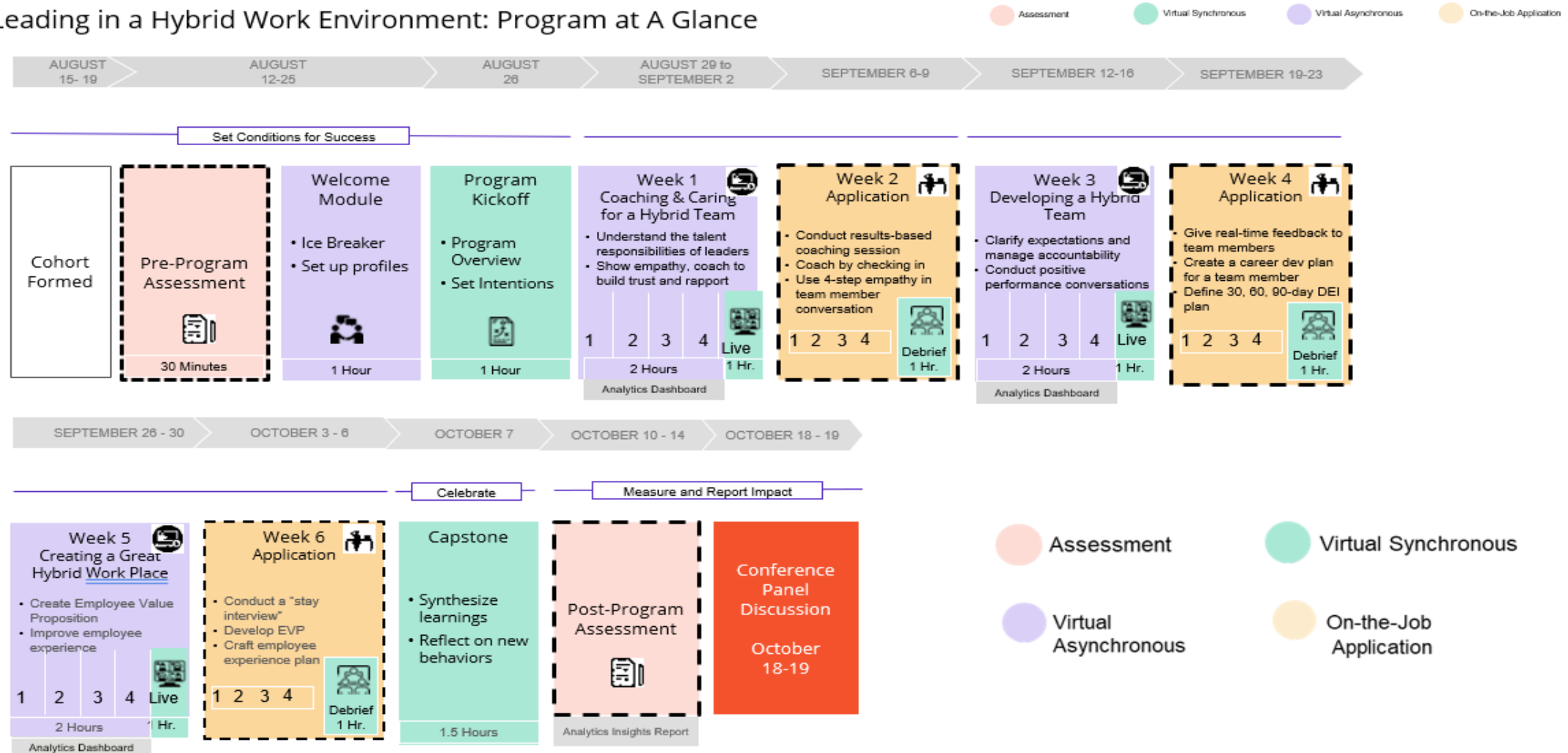
- Working group for human capital leaders
- Virtual leadership development program for managers



<https://roiinstitute.net/report/>

Program-at-a-Glance

Leading in a Hybrid Work Environment: Program at A Glance



Return on Investment

$$\text{BCR} = \frac{\$861,840}{\$210,000} = 4.10:1$$

$$\text{ROI} = \frac{\$861,840 - \$210,000}{\$210,000} \times 100 = 310\%$$



<https://roiinstitute.net/report/>

Critical Success Factors

- Engaging and learning with a cohort, rather than on an individual basis, can maximize the ROI of virtually delivered leadership development
- Factors that contributed most to developing sustained behavior change include:
 - Quality of content
 - Ease of use of the platform
 - Facilitator engagement through coaching, status check-ins, and nudges
 - Useful tool kits
 - Manager involvement prior to, during, and after the
 - Target, continual synchronous and asynchronous support



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