

Demonstrating the Impact and ROI of Learning & Talent Development

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The Big Idea

ROI is the ultimate measure of program success in that it provides a clear picture of how the benefits of talent development compare to the costs. While not the only measures of success, impact and ROI data are the most compelling to those who fund and support programs. Demonstrating the impact and ROI of talent development is not as difficult as some may lead others to believe. The key is to design programs with impact and ROI in mind.

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Highlights & Takeaways

- Activity represents costs, costs get cut. Clarify why talent development matters by focusing on results.
- Specificity drives results. Define success in specific measurable terms that align with the needs of all stakeholders. Then, use those measures as the blueprint for program design and evaluation.
- If you can't explain what you do as a process, you don't know what you are doing. A process model helps explain what you need to do to deliver impact and ROI. It also helps you explain what you did when it is done.
- Expensive problems can be solved with inexpensive solutions, resulting in high ROIs. Negative ROIs can reap positive results. In either case, use what you learn from the measurement process, regardless of the results, to create even greater value.



**EVALUATING
IMPACT**

Resources

- Handout with exercises
- ROI Methodology Application Guide
- ROI Resource Portal: <https://tinyurl.com/3f4jyhkw>

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