ROI INSTITUTE®

Show the Value of What You Do: Measuring and Achieving Success in Any Endeavor

Jack J. Phillips, Ph.D., ROI Institute, Inc.

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Jack J. Phillips, Ph.D.

Jack J. Phillips, Ph.D., Chairman, ROI Institute, is a world-renowned expert on accountability, measurement, and evaluation. He provides consulting services for Fortune 500 companies and major global organizations, and regularly consults with clients in manufacturing, service, and government organizations in 70 countries. The author or editor of more than 100 books, he conducts workshops and presents at conferences throughout the world and has received several awards and honors for his work.

Author of these Books and More

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Objectives

After attending this session, participants should be able to:

- Change your approach to defining and achieving success while improving future results.
- Achieve success by delivering outcomes that matter.
- Add value to your work, your organization, and your community.

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The ROI Methodology
in 12 Easy Steps
ROI INSTITUTE
BENCHMARKING
REPORT 2019
ROI Institute
Global Leaders in Accountability
All Roads Lead to ROI
ROI Certification
Making Human Capital Analytics Work
Resources
SCAN ME
ROI INSTITUTE
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The ROI Methodology®
• Most used evaluation system in the world
• Endorsed by United Nations
• Endorsed by 28 federal governments
• Used by over 300 health care systems
• Used by over 150 colleges and universities
• Used by three-fourths of Fortune 500 organizations
• Used by dozens of major foundations such as the Gates Foundation

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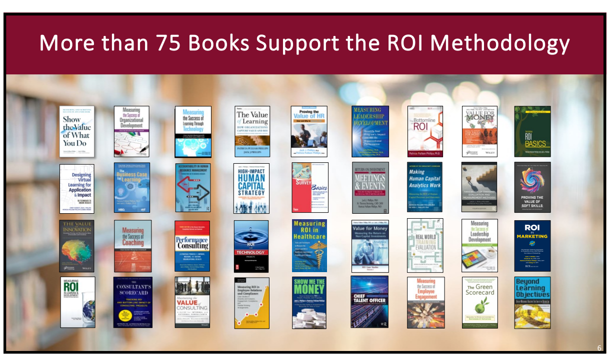
More than 75 Books Support the ROI Methodology

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These Programs Benefit from the ROI Methodology

- Talent Planning
- Recruiting and Selection
- Onboarding
- Learning and Development
- Compensation and Benefits
- Diversity, Equity, Inclusion
- Work Experience (Engagement)
- Work Arrangements
- Culture
- Safety and Health
- Compliance/Ethics
- Human Capital Management System

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What CEOS Want

Demonstration of Value

ROI Institute and ATD research show that the data CEOs receive are not demonstrating what they want out of their talent investment. (N=96)

Measures	Currently Measure	Should Measure	Importance
Inputs	94%	86%	6
Efficiency	78%	82%	7
Reaction	53%	22%	8
Learning	32%	28%	5
Application	11%	61%	4
Impact	8%	96%	1
ROI	4%	74%	2
Awards	40%	44%	3

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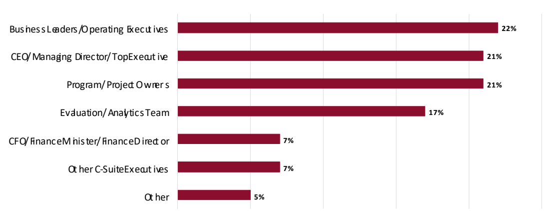
Who drives ROI in organizations?



n = 246

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ROI Methodology Levels of Evaluation

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

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The Value Chain

	LEVEL	ISSUE	MEASURES	TARGETS**
This is easy Always measured	0	Inputs	Volume, Hours, Convenience, Cost	100%
This is easy Almost always measured	1	Reaction	*Relevance, Engaging, *Important, Useful, *New Content, *Intent to Use, *Recommend to others	100%
Not difficult Usually measured	2	Learning	Concepts, Trends, Facts, Contacts, Skills, Competencies	90%
Possible Often measured	3	Application	Use of content, Frequency of use, Success with use, Barriers, Enablers	30%
Not so difficult to connect Sometimes measured	4	Impact	Productivity, Time, Quality, Costs, Image, Reputation, Engagement, Compliance	10%
Possible for many programs Rarely measured	5	ROI	Benefit-Cost ratio or Return on Investment, expressed as a percent	5%

*Can Predict

Executives prefer

Must take a step to isolate the effects

**Best Practice: Percent of programs evaluated at this level each year.

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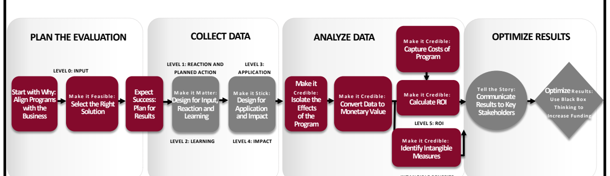
The ROI Methodology® Process Model

Designing for the Delivery of Business Results



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Measurement Targets

How are users evaluating?

Level		Recommended % of Programs	**Benchmarking %
0	Input	100%	100%
1	Reaction	90-100%	80%
2	Learning	60-90%	70%
3	Application	30-40%	49%
4	Impact	10-20%	37%
5	ROI	5-10%	18%

*Percentage of programs evaluated at each level each year

**Benchmarking 2020

What is your status?

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Characteristics of Programs Suitable for Impact and ROI

- Cost of the program
- Linkage of program to operational goals and issues
- Importance of program to strategic objectives
- Top executive interest in the evaluation
- Visibility of the program
- Size of target audience
- Investment of time required

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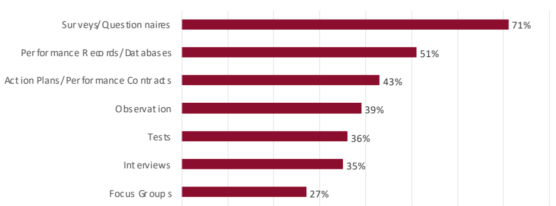
Data Collection Methods



*Survey of Users, N = 246

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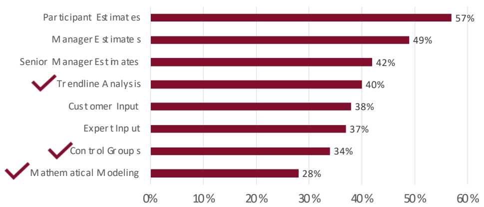
Isolation Methods



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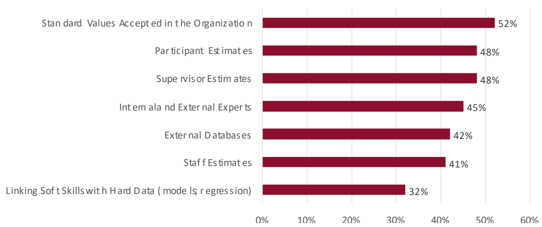
Data Conversion Methods



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Guiding Principles

1. When conducting a higher-level evaluation, collect data at lower levels.
2. When planning a higher-level evaluation, the previous level of evaluation is not required to be comprehensive.
3. When collecting and analyzing data, use only the most credible sources.
4. When analyzing data, select the most conservative alternative for calculations.
5. Use at least one method to isolate the effects of a project.
6. If no improvement data are available for a population or from a specific source, assume that little or no improvement has occurred.
7. Adjust estimates of improvement for potential errors of estimation.
8. Avoid use of extreme data items and unsupported claims when calculating ROI.
9. Use only the first year of annual benefits in ROI analysis of short-term solutions.
10. Fully load all costs of a solution, project, or program when analyzing ROI.
11. Intangible measures are defined as measures that are purposely not converted to monetary values.
12. Communicate the results of ROI Methodology to all key stakeholders.

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ROI Certification Components

Prework	Identify a project or program for ROI evaluation. Prepare for the basics.
Comprehensive Learning Program	Engage in content-rich, interactive sessions that focus on your evaluation project.
Materials	Utilize a 300-page action-oriented workbook, several reference books, and job aids.
Virtual Assistance through Weekly Live Group Coaching	Seek help with your ROI evaluation, identifying barriers and enablers to success.
ROI Academy Library	Access dozens of tools, templates, and job aids in members-only portal.
Right to Use Materials	Receive reproducible ROI materials to use internally with clients and colleagues.
Certified ROI Professional (CRP)	After study is approved, join more than 6,000 others who hold this unique credential.

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How do you report and submit your evaluation study?

It ranges from a presentation in group coaching to a detailed report.

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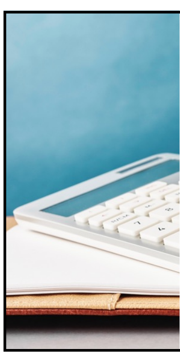

Show the Value of What You Do

- Justify/defend budgets.
- Align projects to business needs.
- Show contributions of selected projects.
- Earn respect of senior management/ administrators.
- Build staff morale.
- Improve support for projects.
- Improve projects with process improvement.
- Identify inefficient projects that need to be redesigned or eliminated.
- Identify successful projects that can be implemented in other areas.

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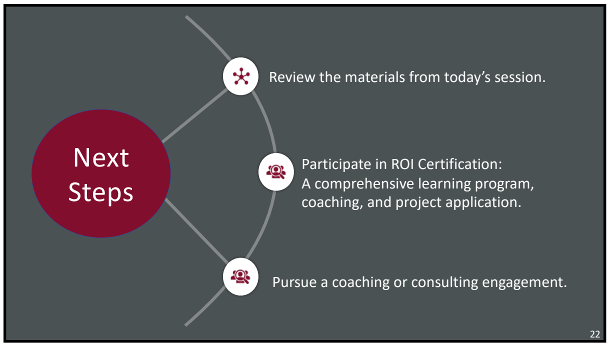
Next Steps
Review the materials from today's session.
Participate in ROI Certification:
A comprehensive learning program, coaching, and project application.
Pursue a coaching or consulting engagement.
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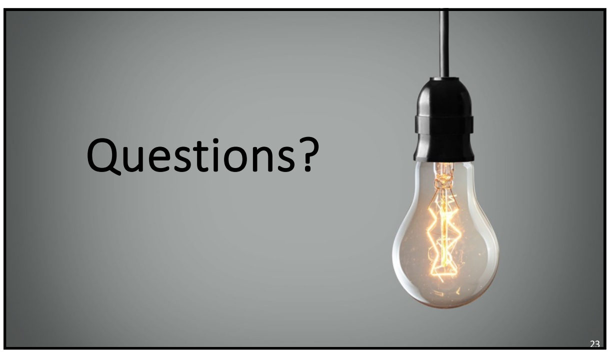
Questions?
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SCAN ME
Scan the QR code or click the link below to access resources from today's session.
https://roiinstitute.net/roi-poland-show-the-value-of-what-you-do/

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Need an ROI study on an important program or project?
ROI Certification is the Solution!
By attending ROI Certification, you will:
• Build serious measurement and evaluation capability.
• Maximize learning through weekly group coaching with ROI Institute leaders.
• Complete an ROI evaluation study on an important program.
• Earn the Certified ROI Professional® (CRP) designation and digital badge.
• Join the ROI Network with more than 6,000 ROI professionals.
• Advance your professional skills and improve organization outcomes.
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