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

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Session Description

How we work has forever changed, but one thing that remains the same is the need to show the value of what we do. Given today's flexible work environment and economic uncertainty, showing our work's value has never been more critical. The good news is that it is doable, regardless of your role or the projects you are responsible for.

Showing the value of what you do requires ROI thinking–the type of thinking that focuses on results, not activities. It begins with answering the question Why? This helps ensure there is a compelling reason for the work you are doing or the project you are pursuing. This is followed by setting clear expectations so you can design the effort with results in mind. From there, it is a matter of collecting and analyzing data, reporting results, and using those results to make further progress.

Learning Objectives

By participating in this session, you should be able to:

- Clarify why the work you do matters.
- Define success with specific, measurable objectives, including ROI.
- Create greater value by using what you learn through your measurement process.

Session Facilitator

Patti P. Phillips, Ph.D., is the CEO of ROI Institute, Inc., the leading source of ROI competency building, implementation support, networking, and research. Patti helps organizations implement the ROI Methodology® in more than seventy countries worldwide. Her work spans private, public, nonprofit, and nongovernmental organizations.

Patti serves as vice chair of the board of trustees of the United Nations Institute for Training and Research (UNITAR). She is a Senior Advisor, Human Capital, for The Conference Board; chair of the Institute for Corporate Productivity (i4cp) People Analytics Board; and board member of the International Federation for Training and Development Organizations (IFTDO). Additionally, she is an Association for Talent Development (ATD) Certification Institute Fellow. Patti is also on the UN System Staff College faculty in Turin, Italy. Her work has been reported on CNBC, Euro news and published in more than a dozen business journals.

Patti's academic accomplishments include a Ph.D. in International Development and a master's degree in Public and Private Management.

Patti, along with her husband, Dr. Jack J. Phillips, contributes to various journals and has authored books about measurement, evaluation, analytics, and ROI. In 2022, she and Jack received the ATD Thought Leader Award. In 2019, they received the Distinguished Contributor Award from the Center for Talent Reporting for their contribution to the measurement and management of human capital. In November 2019, Patti and Jack were named two of the top fifty coaches globally by the Thinkers 50 organization. In addition, they were finalists for the Marshall Goldsmith Distinguished Achievement Award for Coaching.

You can reach Patti at patti@roiinstitute.net.

Reliance Insurance

At the end of a monthly staff meeting, Frank Thomas, CEO of Reliance Insurance Company, asked Marge Thompson, Manager of Training and Development, about a Communications Workshops that was conducted with all supervisors and managers throughout the company. The workshop featured the Myers-Briggs Type Indicator (MBTI) and showed participants how to interact with and understand each other in their routine activities. The MBTI classifies people into one of 16 personality types. Marge had offered it hoping that managers would find it valuable as they work with their teams.

Frank continued, "I found the workshop very interesting and intriguing. I can certainly identify with my personality type, but I am curious what specific value these workshops have brought to the company. Do you have any way of showing the results of all 25 workshops?" Marge quickly replied, "We certainly have improved teamwork and communications throughout the company. I hear people make comments about how useful the process has been to them personally." Frank added, "Do we have anything more precise? Also, do you know how much money we have spent on these workshops?" Marge quickly responded by saying, "I am not sure that we have any precise data, and I am not sure exactly how much money we spent, but I can certainly find out." Frank concluded with, "Any specifics would be helpful. Please understand that I am not opposing this training effort. However, when we initiate these types of programs, we need to make sure that they are adding value to the company's bottom line. Will you let me know your thoughts on this issue in about two weeks?"

Marge was a little concerned about this CEO's comments, particularly since the CEO enjoyed the workshop and made several positive comments about it. Why was he questioning its effectiveness? She recalled how she was first introduced to the MBTI. She attended the workshop when it was conducted by a friend, was impressed with the instrument, and found it to be helpful as she learned more about her own personality type.

Marge thought the process would be useful to Reliance managers and asked the consultant to conduct a session internally with a group of middle-level managers. With favorable reaction, she decided to try a second group with the top executives, including Frank Thomas. Their reaction was favorable. Then she launched it with the entire staff. The feedback was excellent, including feedback from the CEO.

She realized that the workshops were expensive. Over 600 managers attended. She felt teamwork had improved, but there was no way of knowing for sure. With some types of training, you never know if it works – with any luck the content sticks and good things happen, she thought. Still, Marge was facing a dilemma.

What should Marge do? Is doing nothing an option?

NOTES

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 act
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

Katzell developed four steps of training evaluation; Kirkpatrick wrote about four steps of training evaluation; Phillips added economic theory and operationalized the framework by adding process and standards and applying it in practice.

NOTES:

What is ROI?

$$\text{Benefits/Cost Ratio} = \frac{\text{Program Benefits}}{\text{Program Costs}}$$

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

ROI Calculation Example

Program Benefits from Participants (1st year) = $750,000
Costs per Program (25 participants) = $425,000

BCR = ______________ =

ROI = ______________ x 100 =

Matching Evaluation Levels with Objectives

For each objective listed below, indicate the level of evaluation at which the objective is aimed.

	Objective	Evaluation Level
After completing this program, participants should:		
1.	Decrease citizen complaints by 20% in one year.	
2.	Use problem-solving skills to uncover product defect causes.	
3.	Be able to demonstrate the five steps to calm an upset customer.	
4.	Rate the facilitator 4 out of 5 on presentation skills.	
5.	Decrease the amount of time required to develop a proposal.	
6.	Achieve a 20% ROI one year after implementation of sales incentive system.	
7.	Perceive the content to be relevant their situation (4.5 out of 5).	
8.	Decrease security breaches by 25% in six months.	
9.	Conduct a proper investigation using the seven-step process in 95% of complaint situations.	
10.	Score an average of 75 or better on new strategy quiz.	

Healthcare, Inc.

Program: Sexual Harassment Prevention Policy Change – Launched with Executive Meeting

Target Group: All supervisors and managers (655) with subsequent meetings with all employees (6,844)

Data Collection Techniques

- (L1) Questionnaire – end of program
- (L2) Knowledge Assessment; Skill Practice – during program
- (L3) Self-Assessment Questionnaire – 6 months after program
- (L3) Employee Survey (25% sample) – 6 months after program
  (L4) Complaint and Turnover Records – 12 months after program

Isolation Techniques

- Complaints – Trend Line Analysis
- Turnover – Forecasting

Data Conversion Techniques

- Complaints – Historical costs and input from experts (internal EEO/AA staff)
- Turnover – External studies within industry

Program Costs

- Fully loaded to include needs assessment, development, coordination, participant salaries and benefits, and evaluation
- Total Costs = $277,987

Benefits (Isolated)

- **Complaints**
  - Value of one complaint: $24,343
  - Prevented over one year: 14.8

- **Turnover**
  - Value of one turnover statistic: $20,887
  - Prevented over one year: 136

ROI Calculation

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

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

Notes and Next Steps

Use this space to make notes and a list of next steps you will take to show the value of your work!

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