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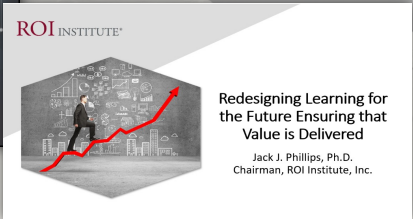
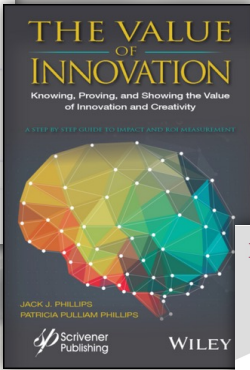
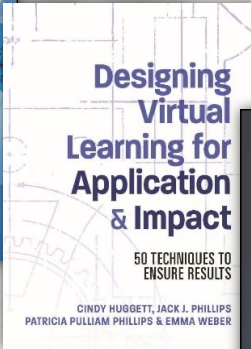
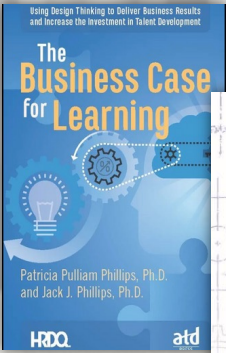


Redesigning Learning for the Future: Ensuring that Value is Delivered

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Chairman, ROI Institute, Inc.

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Resources



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Session Objectives

After attending this session, participants should be able to:

1. Trace the steps of significant change in the field of learning and development.
2. Identify the causes for the lack of success in virtual and eLearning.
3. Use at least five techniques to design learning to deliver application and impact.
4. Plan a strategy for ensuring that technology-based learning is successful.

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The Value Chain

	<u>LEVEL</u>	<u>ISSUE</u>	<u>MEASURES</u>	<u>TARGETS**</u>
	0	Inputs	Volume, Hours, Convenience, Cost	100%
	1	Reaction	*Relevance, Engaging, *Important, Useful, *New Content, *Intent to Use, *Recommend to Others	100%
	2	Learning	Concepts, Trends, Facts, Contacts, Skills, Competencies	90%
	3	Application	Use of content, Frequency of Use, Success with Use, Barriers, Enablers	30%
	4	Impact	Productivity, Time, Quality, Costs, Image, Reputation, Engagement, Compliance	10%
	5	ROI	Benefit Cost Ratio or Return on Investment, Expressed as a Percent	5%

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

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Major Redesign in Learning

Need Focus	Traditional	Emerging	AI will help
X	Job Training	Talent Development	
	Scale and Scope	Speed and Adaptability	X
X	Input Focus	Outcome Focus	
	Cost	Investment	X
X	Necessity	Value Driver	
	Standardization	Customization	X
	Fixed Setting and Time	Agile and Flexible	X
X	Science of Learning	Learning Analytics	X
	Command and Control	Empowerment	X
X	Needs Assessment	Alignment	X
X	Reaction and Learning	Impact and ROI	X

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What Happened After the Great Recession



WHY IT'S NOT
HAPPENING AFTER
THE PANDEMIC.

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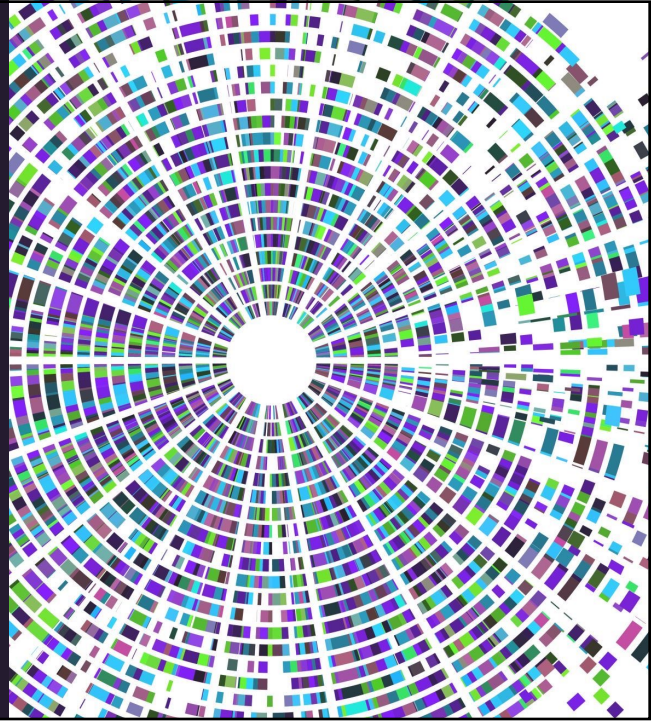
Why Technology-Based Learning is Here to Stay (The Four C's)

Convenience

Costs

Culture

Comfort



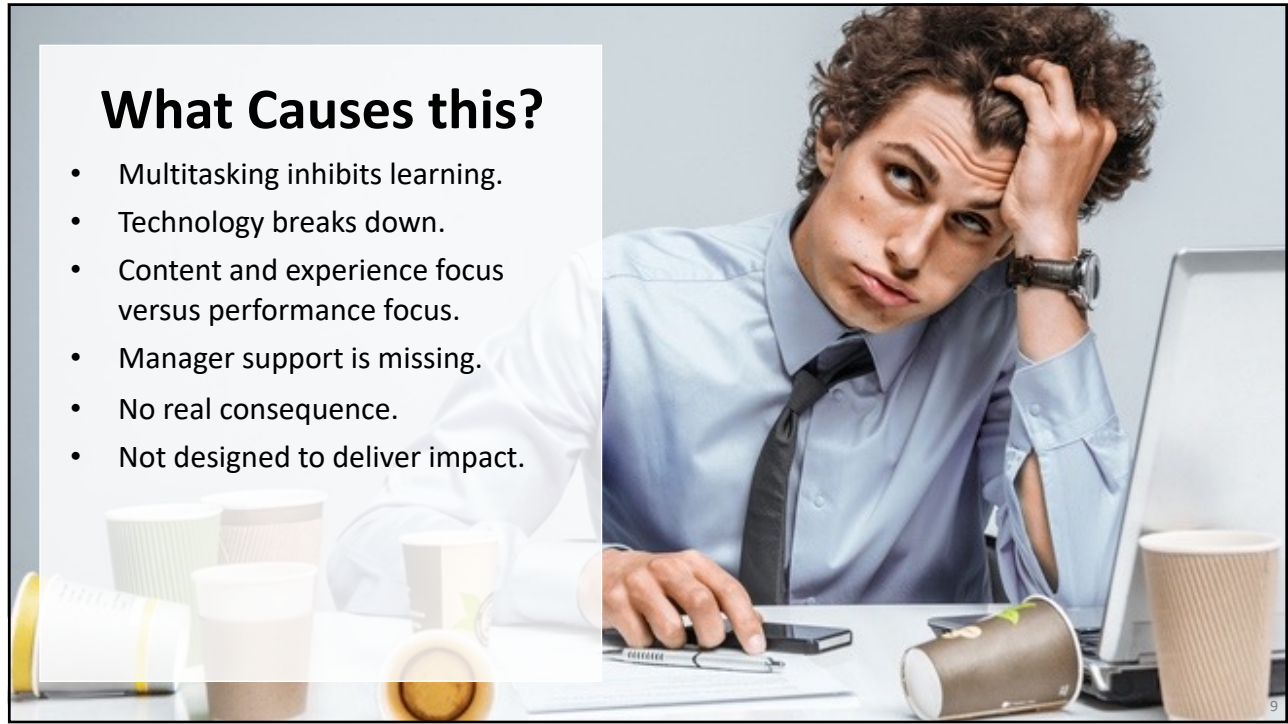
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In-Person Learning
Usually Delivers More
Application and Impact
than eLearning and
Virtual Learning

But it doesn't have to.



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What Causes this?

- Multitasking inhibits learning.
- Technology breaks down.
- Content and experience focus versus performance focus.
- Manager support is missing.
- No real consequence.
- Not designed to deliver impact.

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What Happens if Learning Doesn't Deliver Impact? You Have a CRISIS

- **Commitment Reduces**
- **Respect Diminishes**
- **Investment Disappears**
- **Support Declines**
- **Influence Deteriorates**
- **Successful Client Relationships are Difficult to Develop**

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Serious Persistent Performance Challenges

True or False?

1. Most learning and development is not applied.
2. The learning outcome desired by executives is rarely measured.
3. Most learning providers do not have data showing that they make a difference in the organization.
4. Most executives see learning as a cost and not an investment.
5. Most executives view hard skills more valuable than soft skills.

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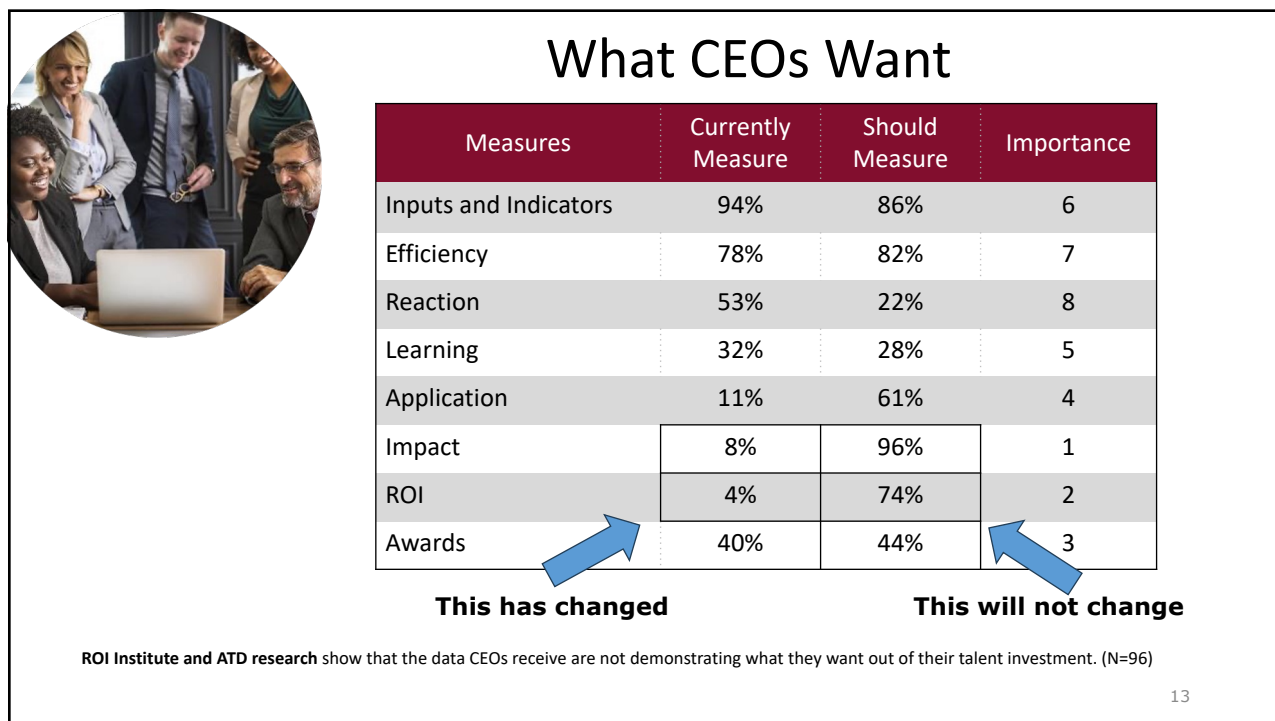
Serious Persistent Performance Challenges

True or False?

1. Most learning and development is wasted.
2. The learning outcome desired by executives in client organizations is rarely measured.
3. Most learning providers do not have data showing that they make a difference in the organization.
4. Most executives see learning as a cost and not an investment.
5. Most executives view hard skills more valuable than soft skills.

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We're Making Progress

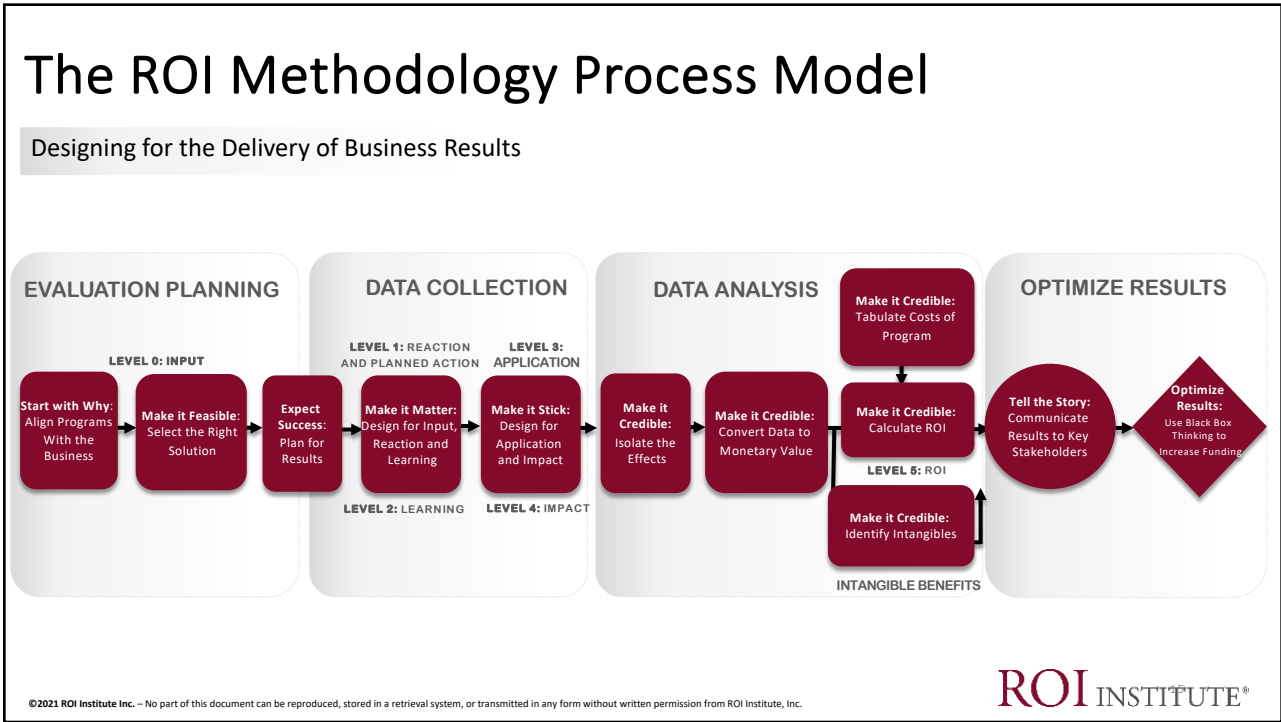
Level		*Recommend % of Programs	**Benchmarking%
0	Input	100%	100%
1	Reaction	100%	80%
2	Learning	80-90%	70%
3	Application	30%	49%
4	Impact	10%	37%
5	ROI	5%	18%

*Percentage of programs evaluated at each level each year

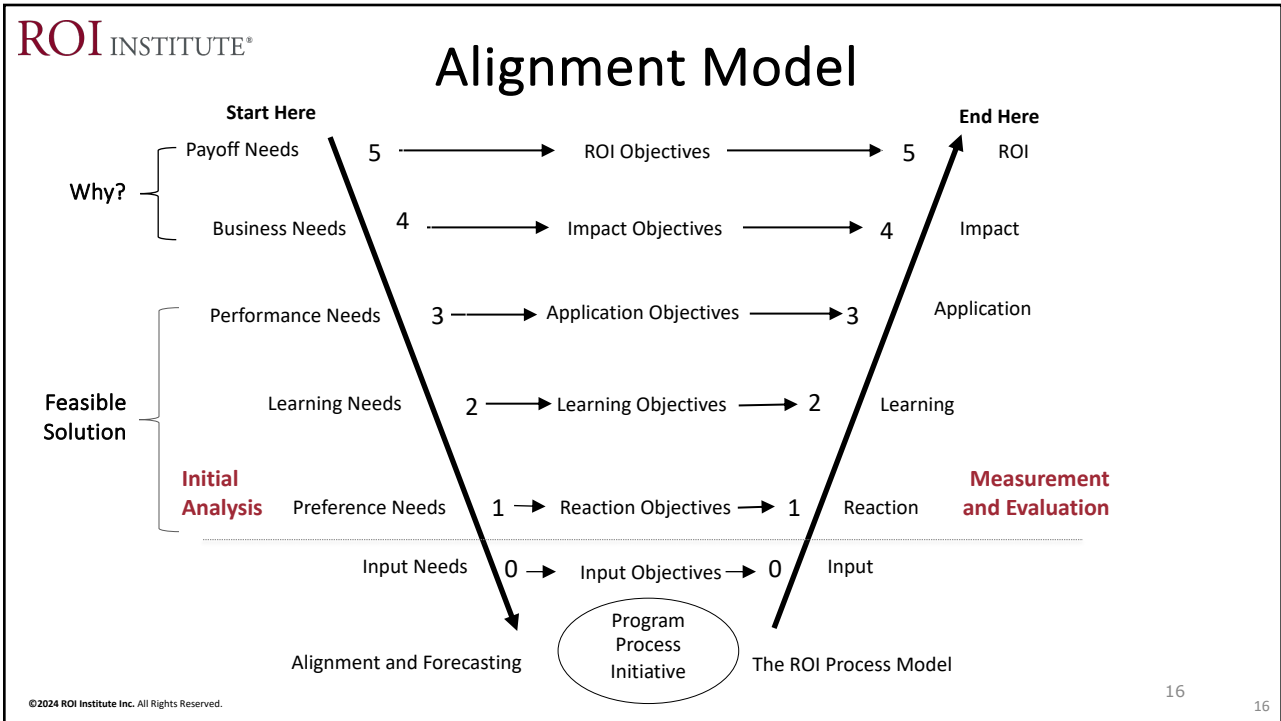
**Benchmarking 2020

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What Percent of Your Programs Do You Measure at the Impact Level?

1. 0%
2. Less Than 5%
3. 6-10%
4. 11-20%
5. Over 20%

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Expect Success
Design for Results



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Developing Objectives for Each Level

Levels	Focus
Level 1, Reaction	Defines specific measures of expected reaction to the program as it is revealed and communicated to the stakeholders
Level 2, Learning	Defines specific measures of improvement in knowledge, information, contacts, and skills as the participants and other stakeholders learn how to make the program successful
Level 3, Application	Defines specific measures of actions taken that define success with application and implementation of program
Level 4, Impact	Defines the specific impact measures that will change or improve as a consequence of the program's implementation
Level 5, ROI	Defines the minimum return on investment from the program, comparing program costs with monetary benefits from the program

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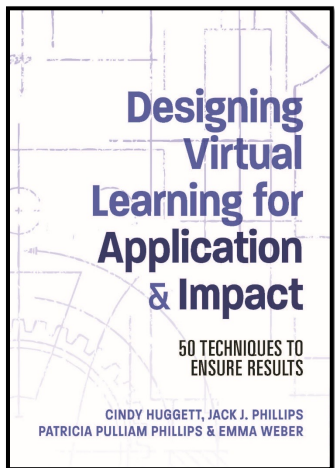
Design for Application and Impact

		Timeframe		
		Before	During	After
Role-Players*	Manager			
	Participant			
	Facilitator/ Organizer			

*Replace role players with whomever is most influential for your program.

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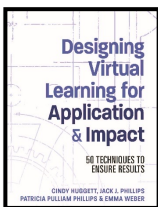


Fifty Techniques to Design Virtual Learning to Deliver Impact and a Positive ROI

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Key Technology-Enabled Actions AFTER the Program



- Create coaching videos to use at appropriate times.
- Use apps to encourage and enable the use of content.
- Use social media groups to network for encouragement, support, and enablement.
- Post-recorded content reviews.
- Use automated reminders for application and impact.
- Use digital coach.

AI can help



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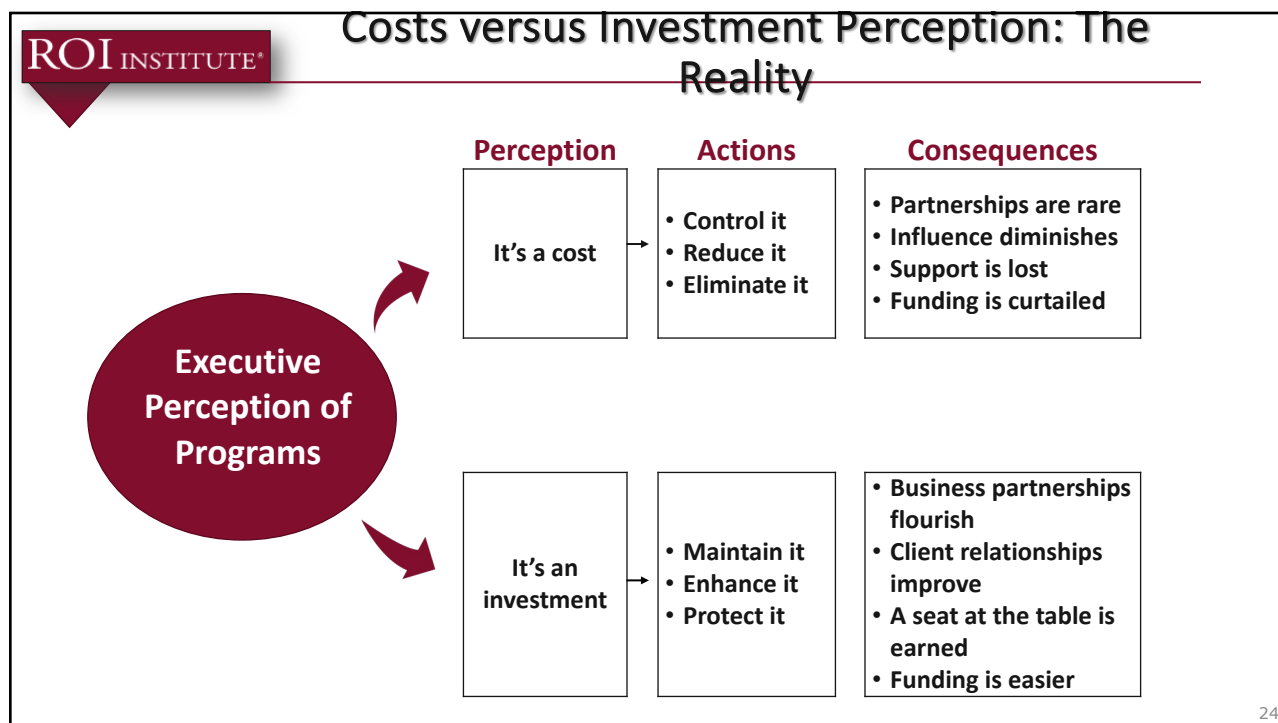
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Make it Credible

Measure Results and Calculate ROI

- Isolating the effects of the program
- Converting Impact data to money
- Identifying intangible benefits
- Tabulating cost of the program
- Calculating ROI

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X	Necessity	Value Driver	
	Standardization	Customization	X
	Fixed Setting and Time	Agile and Flexible	X
X	Science of Learning	Learning Analytics	X
	Command and Control	Empowerment	X
X	Needs Assessment	Alignment	X
X	Reaction and Learning	Impact and ROI	X

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Action Items

1. Promote the importance of talent development
2. Focus on delivering and evaluating at the impact and ROI level
3. Position learning as a value driver
4. Embrace learning analytics (what's working or not)
5. Align Programs to Business Measures
6. Design for Delivering Application and Impact

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The Payoff

- 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.
- Enhance design and implementation processes.
- Identify inefficient projects that need to be redesigned or eliminated.
- Identify successful projects that can be implemented in other areas.
- Earn a “seat at the table”.

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Be Proactive

Remember, when it comes to delivering results:

- Hope is not a strategy.
- Luck is not a factor.
- Doing nothing is not an option.

Change is inevitable.
Progress is optional.

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Scan the QR code to access resources from this session.



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- Advance your professional skills and improve organization outcomes.

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Questions?

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