



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

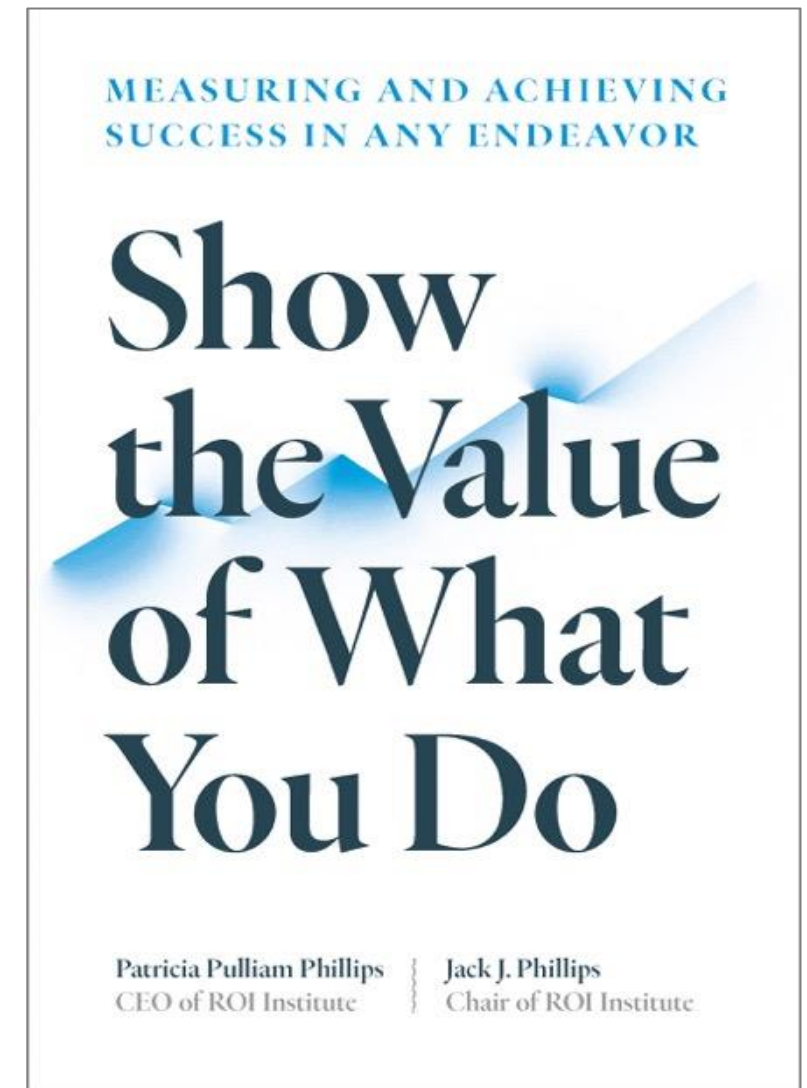
Patti P. Phillips, Ph.D., CEO, ROI Institute, Inc.

ROI INSTITUTE®

Objectives

After attending this session, you should be able to:

- Define five categories of results.
- Align performance improvement projects to the business.
- Add even greater value to your organization.



Resources

ROI INSTITUTE

ROI Institute Toolkit

The Alignment Conversation

Tools to help you align HR investments to business

The following tools provide a framework for the alignment conversation between client and the HR business partner.

The documents below provide questions you can use with clients to help ensure alignment between the client's opportunity for the organization and a solution. It is a tool to support implementation of the left side of the model (below). In this document, you will find:

The Alignment Process

Initial Analysis

Start Here

End Here

Measurement and Evaluation

1. A simple worksheet that you can use to take notes while having a conversation with clients. Once alignment is clear, set your objectives, position the program/project by designing, developing, and implementing it based on the objectives, and evaluate accordingly.

2. Sample worksheet completed after a conversation with a plant manager concerned that his team could not manage a meeting.

3. An "If - then" table, describing what you ask given what you know.

4. Sample business case for a solution after the alignment analysis. The sample demonstrates the flow of the logic, rather than the details of the case.

5. The "Great Idea" conversation. A conversation you can have when the client brings the solution to you.

APPLICATION GUIDE

The ROI Methodology®

in 12 Easy Steps

A step-by-step guide for developing Impact and ROI studies for programs, projects, and solutions in the following areas:

- Human Resources/Human Capital
- Training/Learning/Development
- Leadership/Coaching/Mentoring
- Knowledge Management/Transfer
- Recognition/Incentives/Engagement
- Work Arrangement Systems
- Change Management/Culture
- Talent Management/Retention
- Policies/Procedures/Processes
- Technology/Systems/IT
- Meetings/Events/Conferences
- Marketing/Advertising/Promotion
- Compliance/Risk Management

- Organization Development/Consulting
- Project Management Solutions
- Quality/Six Sigma/Lean Engineering
- Communications/Public Relations
- Public Policy/Social Programs
- Creativity/Innovation
- Ethics/Integrity
- Safety/Health/Fitness Programs
- Environment/Sustainability
- Healthcare Initiatives
- Schools/Colleges/Universities
- Public Sector/Nonprofits
- Faith-Based Programs

The ROI Methodology® is a balanced approach to measuring the impact of a program, project, or solution that generates six types of data:

- Reaction and Planned Action
- Learning
- Application and Implementation
- Impact
- Return on Investment
- Intangibles

The process includes a step to isolate the effects of the program, project, or solution.

©2019 ROI Institute, Inc. • +1.205.678.8101 • info@roiinstitute.net • roiinstitute.com
Follow, like, or visit ROI Institute® on Facebook, LinkedIn, and Twitter.

MEASURING AND ACHIEVING
SUCCESS IN ANY ENDEAVOR

Show the Value of What You Do

Patricia Pulliam Phillips, PhD
CEO of ROI Institute

Jack J. Phillips, PhD
Chair of ROI Institute

Patricia Pulliam Phillips, PhD and Jack J. Phillips, PhD

Value for Money

Measuring the Return on Non-Capital Investments

Analytics in Action

ROI Case Studies Volume I

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

Patti P. Phillips, Ph.D., CEO, ROI Institute, Inc.

ROI INSTITUTE®

Skills Required

- Excellent listening, communication and interpersonal skills in order to build and develop relationships with the people you are helping.
- An understanding and willingness to engage with people of all cultures

Discussion questions:

- What role in an organization might need these skills?
- What value do these skills bring to an organization?



The Value of Chaplaincy

*Skills required of a chaplain:

- Excellent listening, communication and interpersonal skills in order to build and develop relationships with the people you are helping.
- An understanding and willingness to engage with people of all cultures

*from prospects.ac.uk

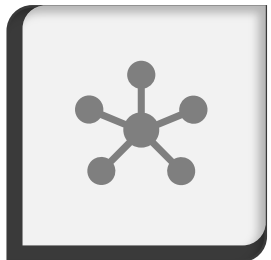
Business Needs

- Length of stay (LOS) of patients in high-cost units such as the intensive care unit (ICU)
- Patient satisfaction including that of the patient’s family members

Results

- Cost savings to hospital in one year of \$251,640
- Ensured patient care
- Improved family care
- Secured future funding
- Cost of solution: \$33,800
- ROI: **644%**

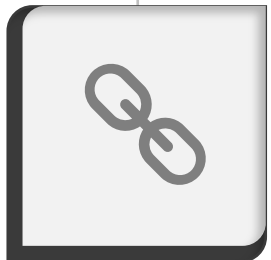
Approach



Action 01
Aligned chaplaincy with the needs of the business.



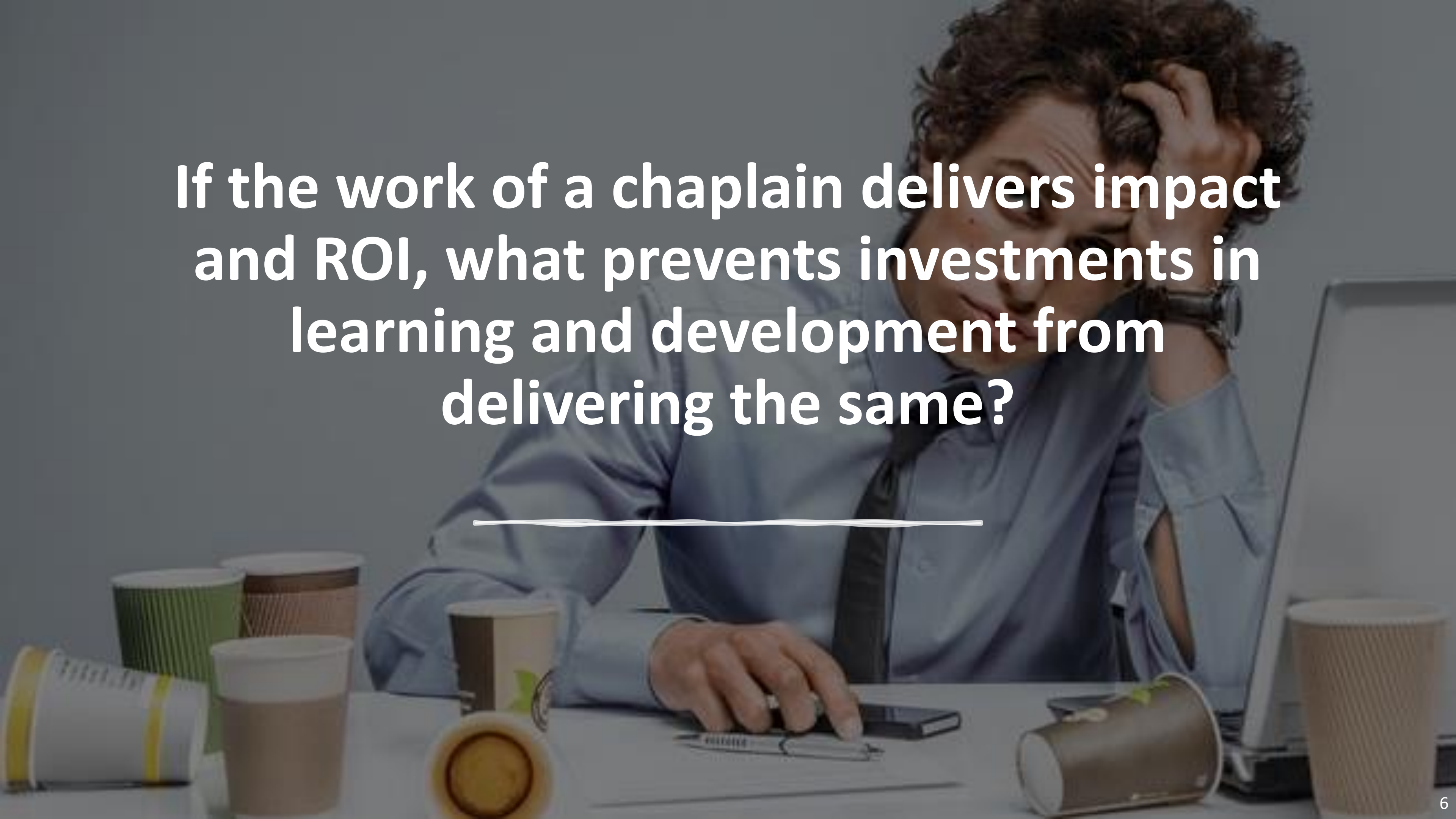
Action 02
Positioned chaplaincy integration in the ICU for success by developing clear objectives



Action 03
Ensured buy-in and knowledge of process from ICU medical team, patient, and patient’s family



Action 04
Collected data along the way. Compared LOS in ICU with chaplain integration to LOS in similar ICU settings without chaplain integration

A man with curly hair, wearing a blue button-down shirt and a dark tie, is sitting at a desk. He has a stressed expression, with his right hand pressed against his temple. On the desk in front of him are several disposable coffee cups of various colors (brown, green, white) and a smartphone. A laptop is partially visible on the right side of the desk. The background is a plain, light-colored wall.

**If the work of a chaplain delivers impact
and ROI, what prevents investments in
learning and development from
delivering the same?**

Top Five Barriers

1. Fear of the outcome
2. Lack of business alignment
3. Inappropriate solution
4. Lack of focus
5. Designed for experience not impact and ROI



Five-Level 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

@Copyright 1983-2024. All Rights Reserved.

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.

ROI Defined

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

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



ROI Defined

$$\text{BCR} = \frac{\$750,000}{\$425,000} =$$

$$\text{ROI} = \frac{\$750,000 - \$425,000}{\$425,000} \times 100 =$$



ROI Defined

$$\text{BCR} = \frac{\$750,000}{\$425,000} = 1.76$$

$$\text{ROI} = \frac{\$750,000 - \$425,000}{\$425,000} \times 100 = 76\%$$



Measurement Targets

Level		Recommended % 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

Characteristics of Programs Suitable for Impact & 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

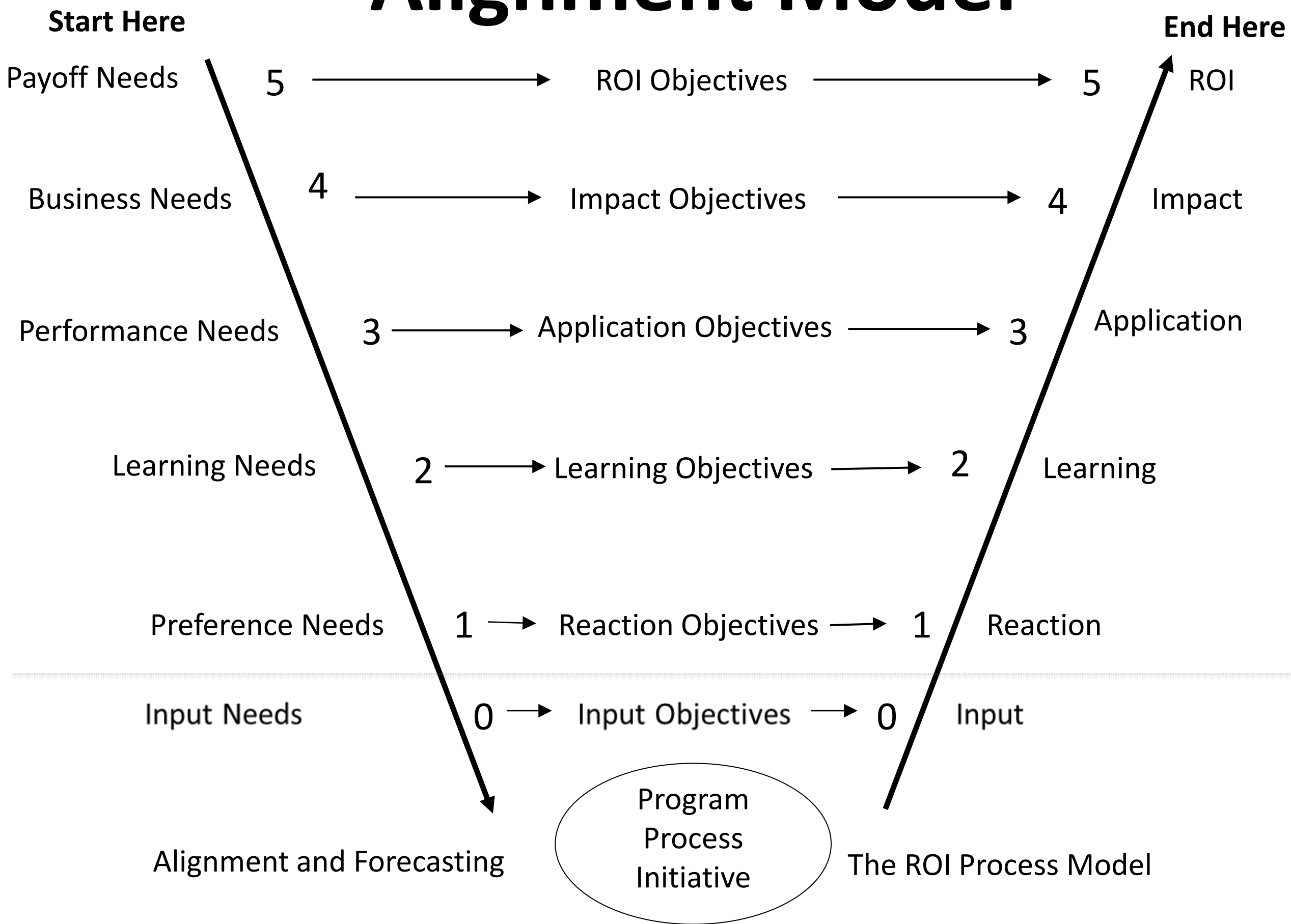
Five-Level Evaluation Framework

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

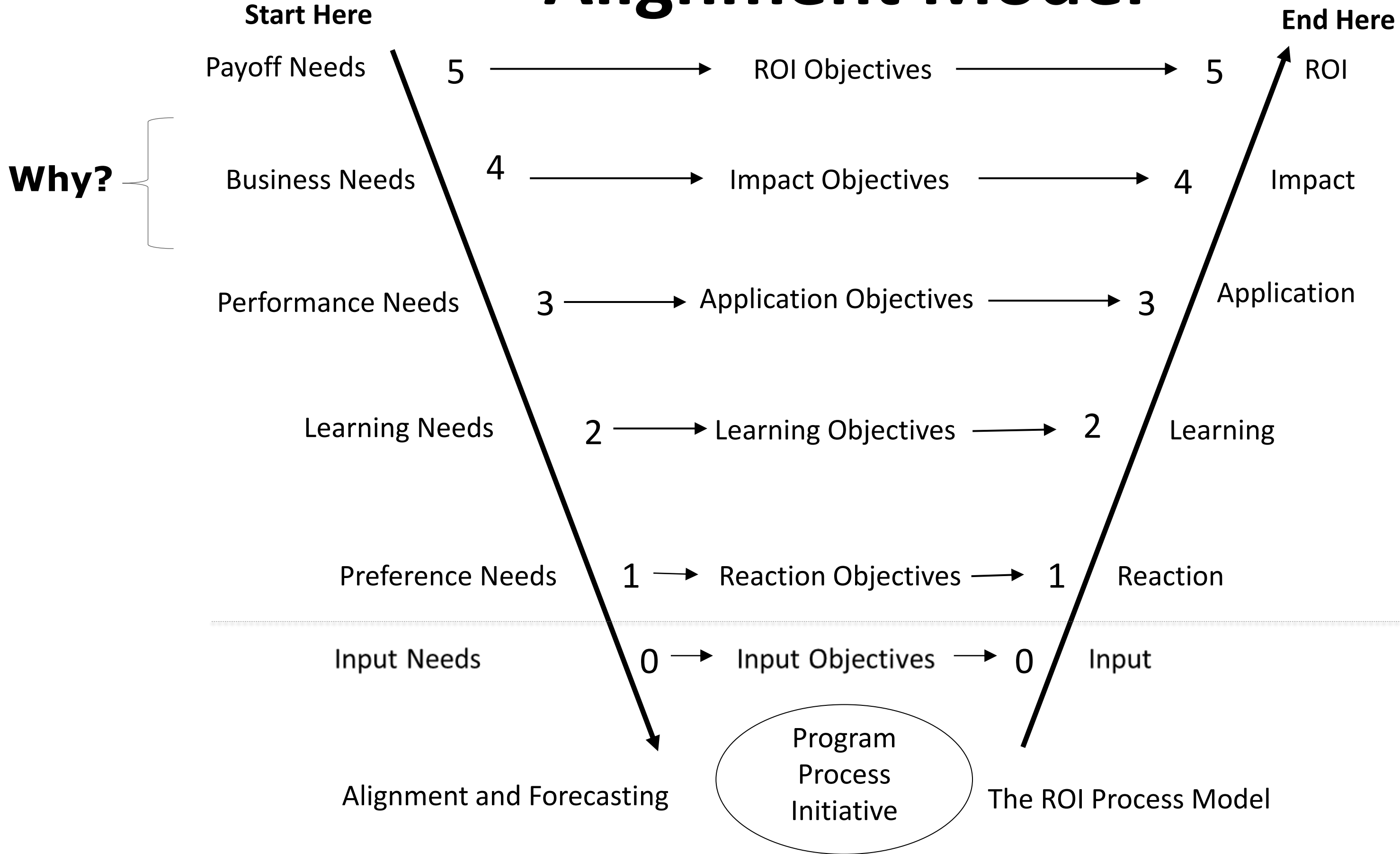
@Copyright 1983-2023. All Rights Reserved.

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.

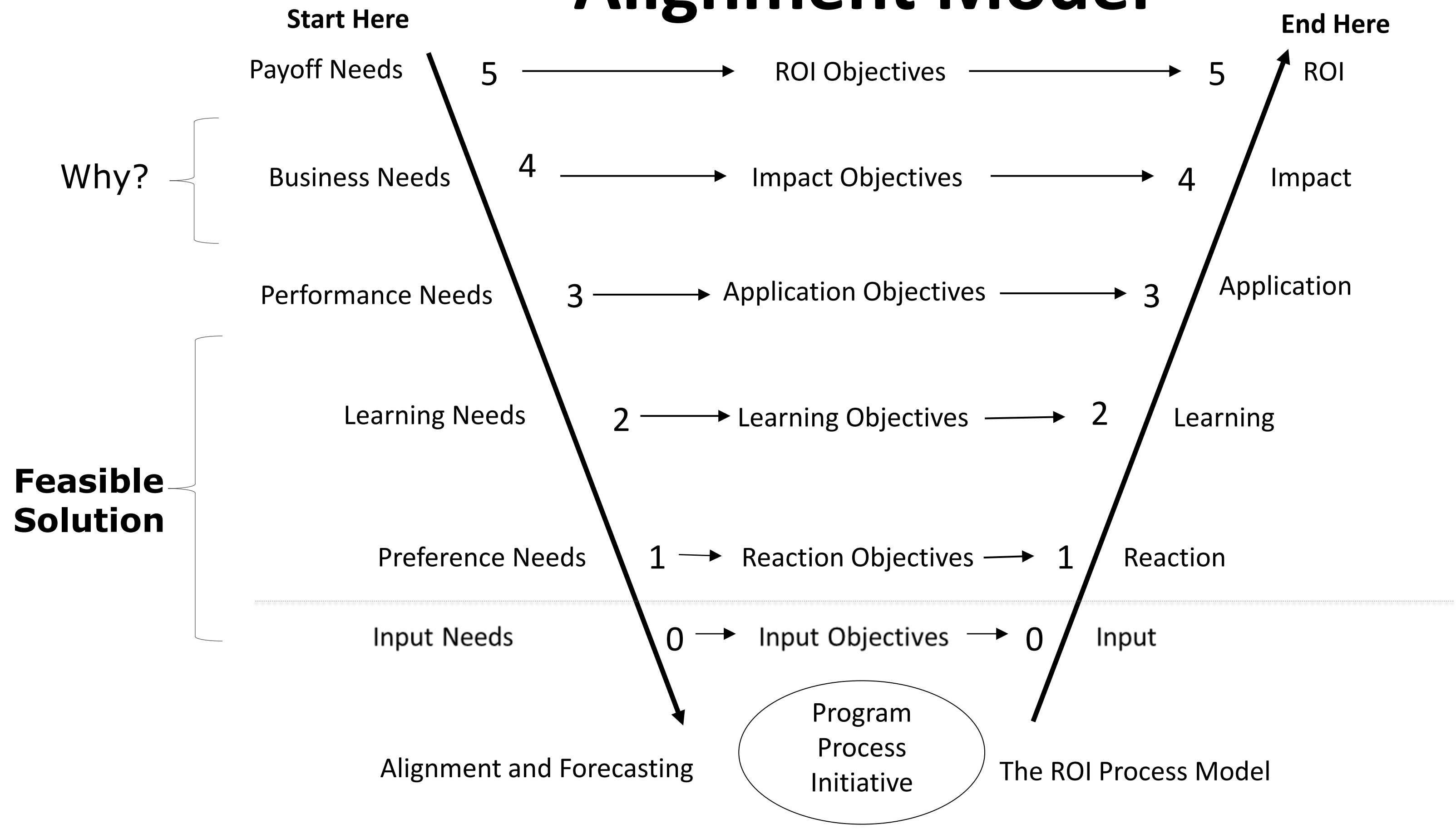
Alignment Model



Alignment Model



Alignment Model



Scotland Yard

The Program

- Personality Leadership Development
- Classic blend of soft skill tools
- 50,000 hours of one-to-one coaching
- Five days of workshops, per person
- 360-degree feedback processes
- 4D profile (blue, red, green, yellow personality)

The Feedback

“Everyone who attended was angry as they felt it was a waste of money and it took us out of the borough at a time when we have so much work to do.”

— Participant

“We are on our knees. Crime is going up, and that is serious crime going up as well, the public are concerned, and we haven’t got the resources that we need.”

— Metropolitan Police Federation Chairman

The Defense

“As London’s single biggest employer, we absolutely must support our leaders by giving them the skills they need to do their jobs. Well-led and well-trained people deliver better, and ultimately that means Londoners get a great service.”

— Spokesperson for the Met



Kansas City SWAT Team

The Problem

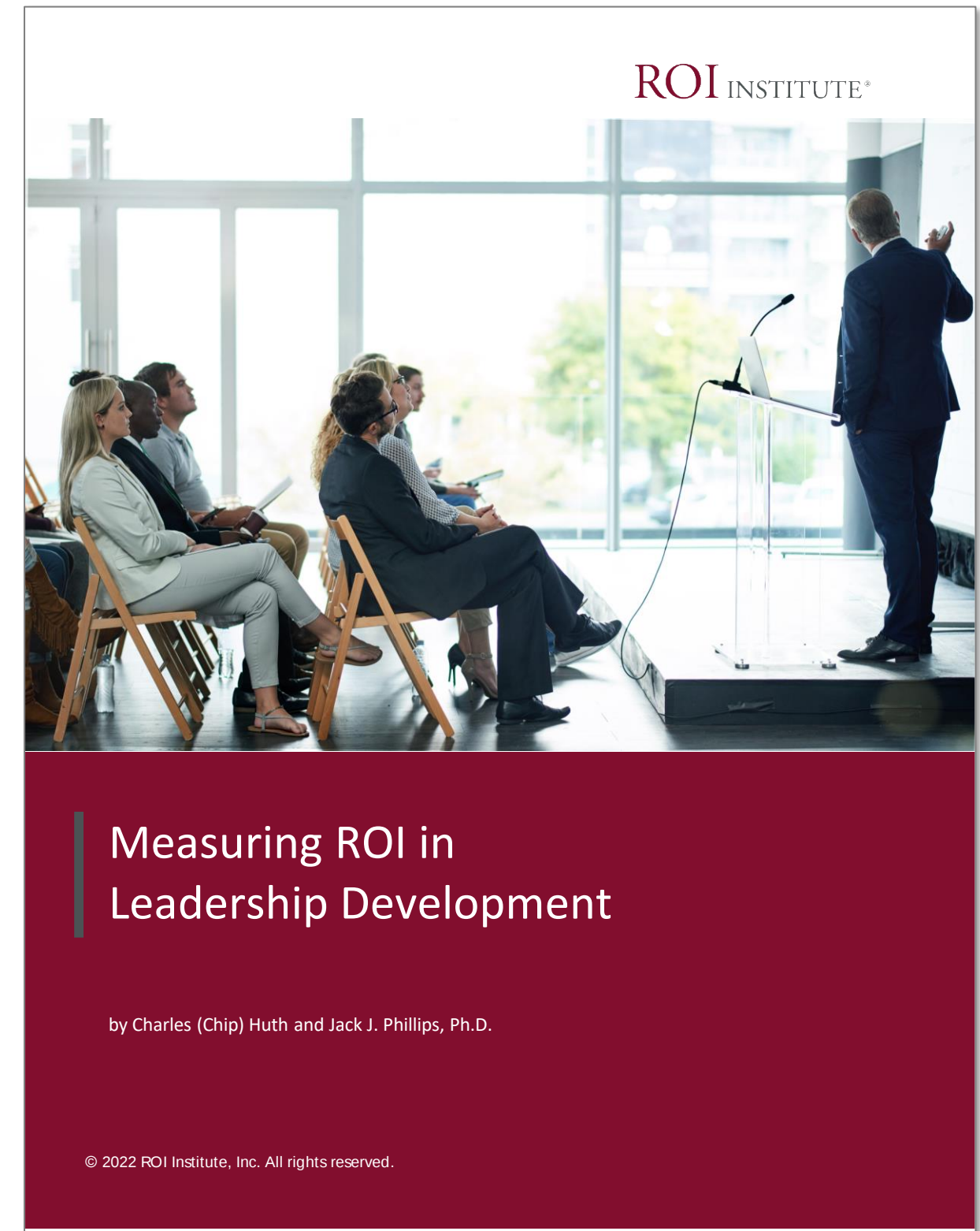
- The 1910 Squad SWAT team in Kansas City, MO, was known as a tough group aimed at forcefully arresting criminals.
- Received numerous complaints about using excessive force.
- Each complaint cost the city about \$70,000.
- Chief decided it was time for a change.

The Solution

- Outward Mindset Program from Arbinger Institute
- 3 days of training plus coaching
- 7 participants
- SWAT leader served as facilitator

The Results

- 35 complaints per year to 0 complaints for 3 years
- Productivity increases
- Public trust in police increased

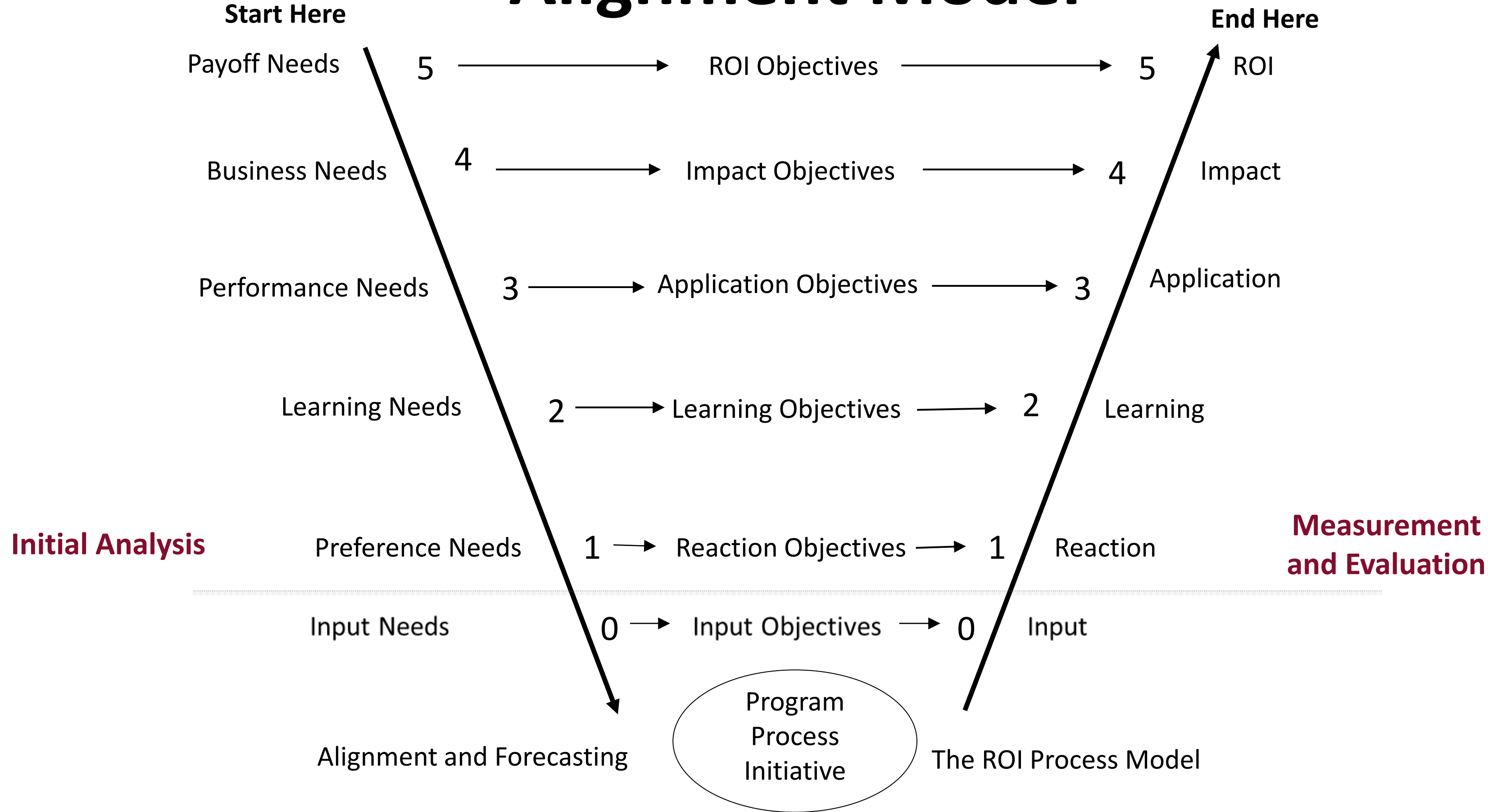


Measuring ROI in Leadership Development

by Charles (Chip) Huth and Jack J. Phillips, Ph.D.

© 2022 ROI Institute, Inc. All rights reserved.

Alignment Model



Matching Evaluation Levels with Objectives

After completing this program, participants should:

1.	Decrease employee complaints by 20% in one year.	4
2.	Use problem-solving skills to uncover conflict causes.	3
3.	Be able to demonstrate the five steps to calm an upset colleague.	2
4.	Rate the facilitator 4 out of 5 on presentation skills.	1
5.	Decrease the amount of turnover by 30% in six months.	4
6.	Achieve a 20% ROI one year after implementation of conflict resolution program.	5
7.	Perceive the content to be relevant their situation (4.5 out of 5).	1
8.	Decrease transfers by 25% in six months.	4
9.	Conduct a proper investigation using the seven-step process in 95% of complaint situations.	3
10.	Score an average of 20 or better on a conflict resolution quiz.	2

1 = Reaction

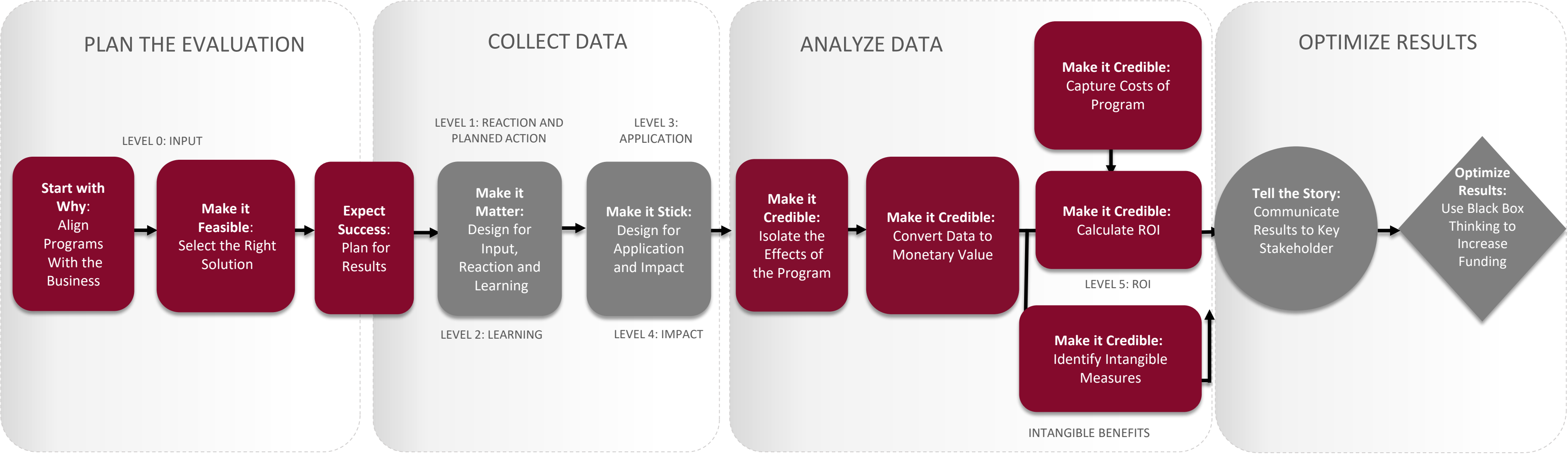
2 = Learning

3 = Application

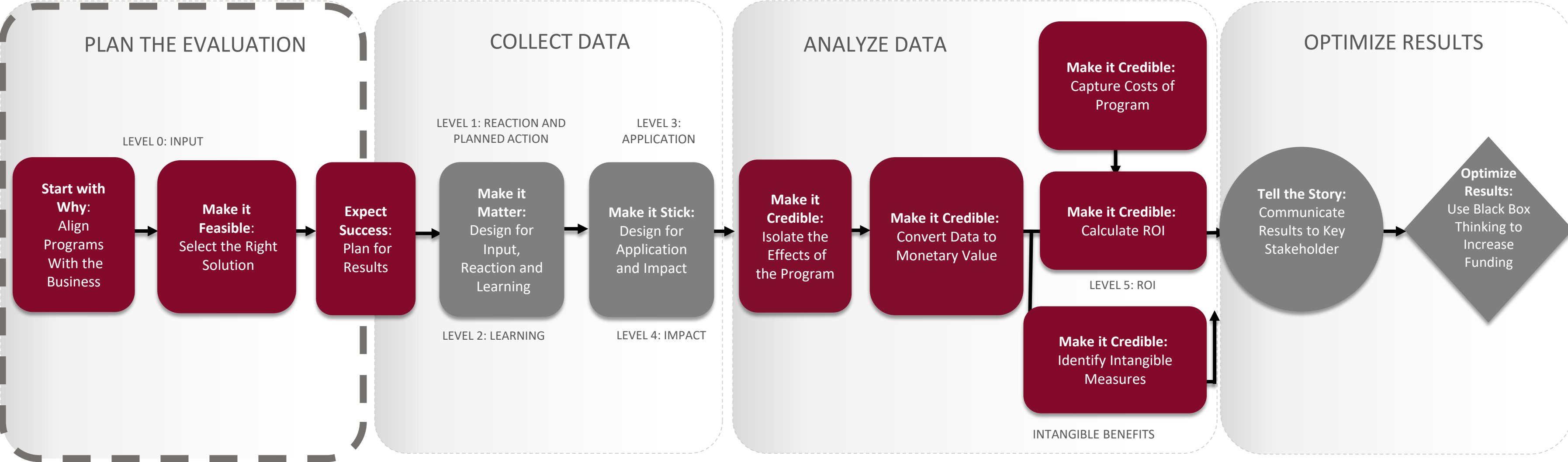
4 = Impact

5 = ROI

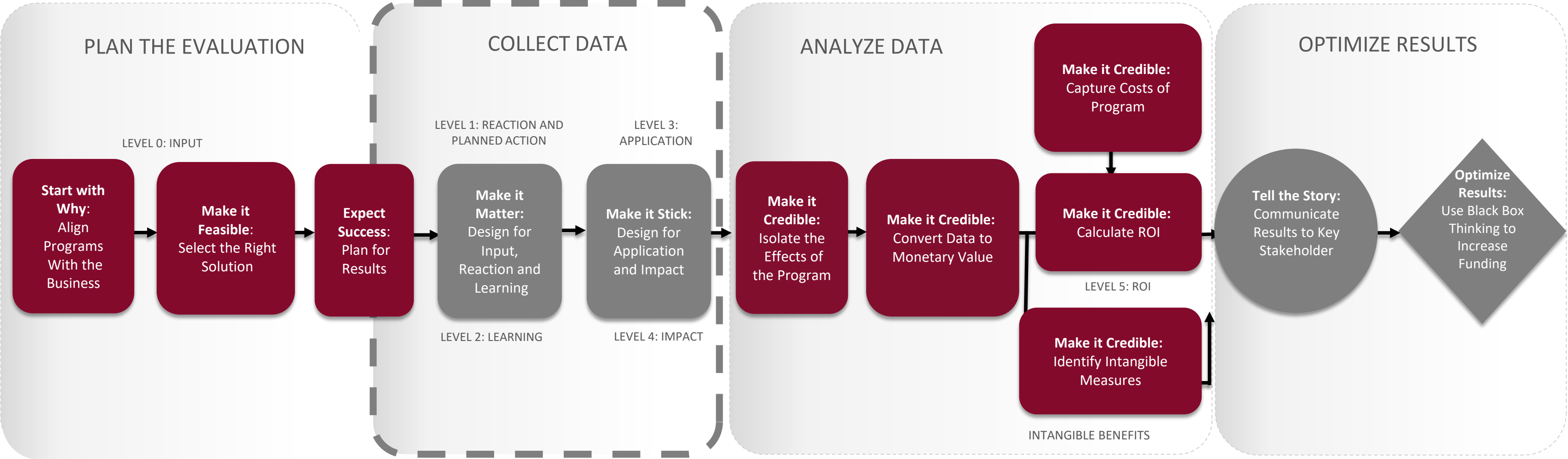
The ROI Methodology Process Model



The ROI Methodology Process Model



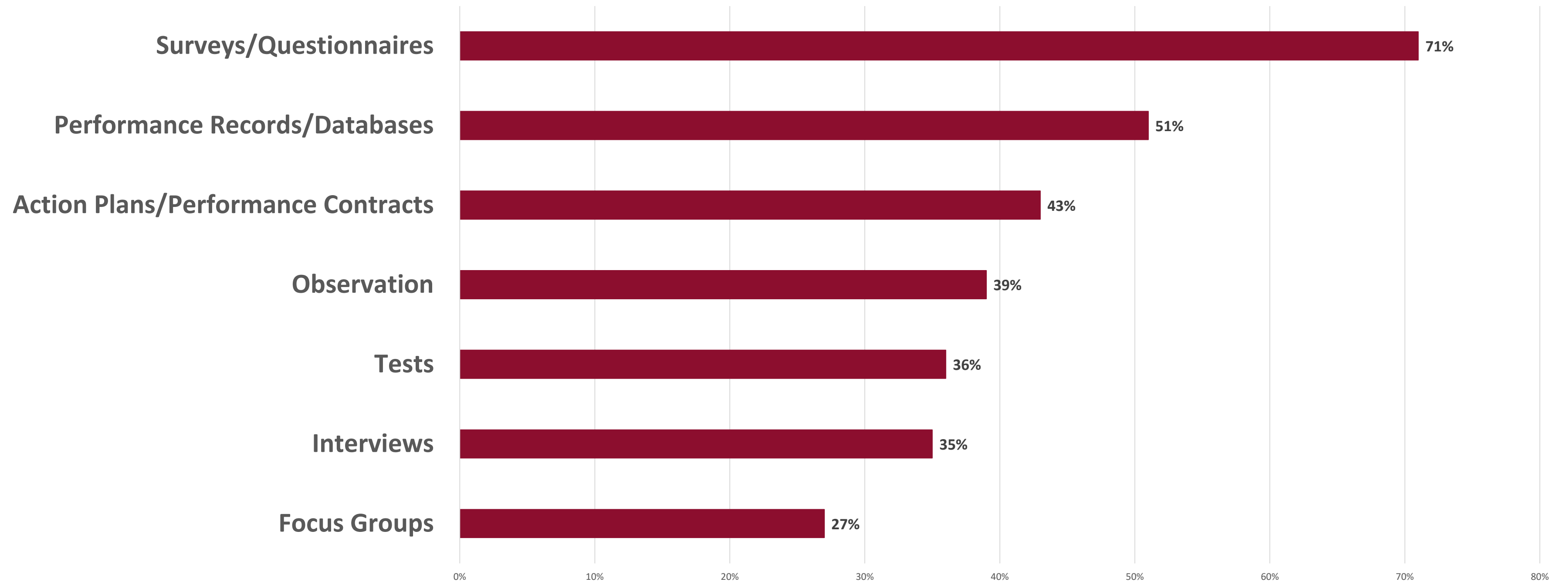
The ROI Methodology Process Model



Method	Level			
	1 Reaction	2 Learning	3 Application	4 Impact
Surveys	✓		✓	
Questionnaires	✓	✓	✓	✓
Observation		✓	✓	
Interviews	✓	✓	✓	
Focus groups	✓		✓	
Tests		✓		
Action planning/performance contracting			✓	✓
Performance monitoring				✓

Data Collection Methods

Data Collection Methods



*Survey of Users, N = 246

Renew America Together: Civility Leadership Institute

Founder: General Wesley Clark
Executive Director: Mary-Lee Smith
Facilitator: Sharon Lovoy
Evaluation Team: ROI Institute

Sometimes a project requires data collection at multiple times for a long period of time. This can seem overwhelming. The key is to build it into the process.

Program Design



12-month open-enrollment program

- 12 months online
- Monthly skill-building (first six months)
- Special guest speakers (second six months)



Data Collection

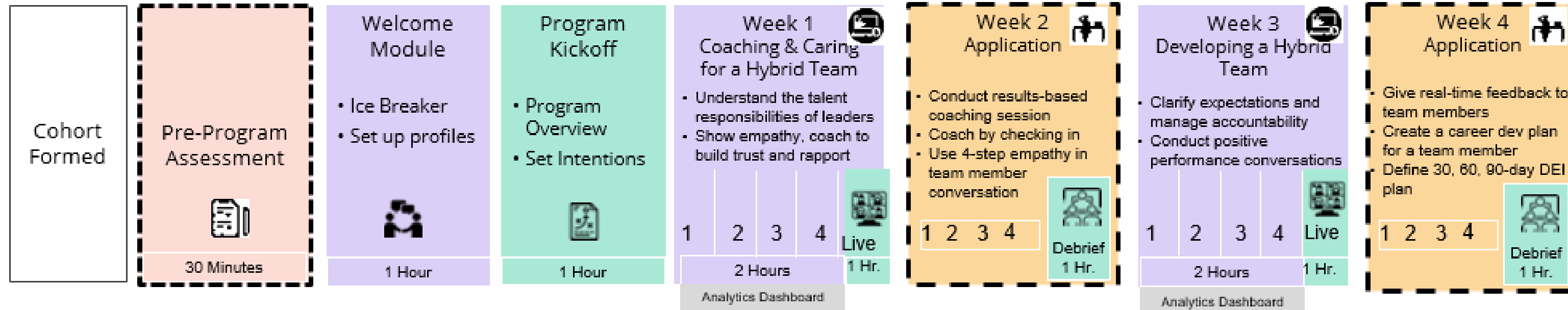
- Application Process (Business Alignment)
- Polling and chat each month during skill building
- Questionnaire
 - Three months into program
 - Six-month skill building completion
 - 12-month end of program
- Interviews

Leading in a Hybrid Work Environment: Program at A Glance

● Assessment
 ● Virtual Synchronous
 ● Virtual Asynchronous
 ● On-the-Job Application

AUGUST 15-19 AUGUST 12-25 AUGUST 26 AUGUST 29 to SEPTEMBER 2 SEPTEMBER 6-9 SEPTEMBER 12-16 SEPTEMBER 19-23

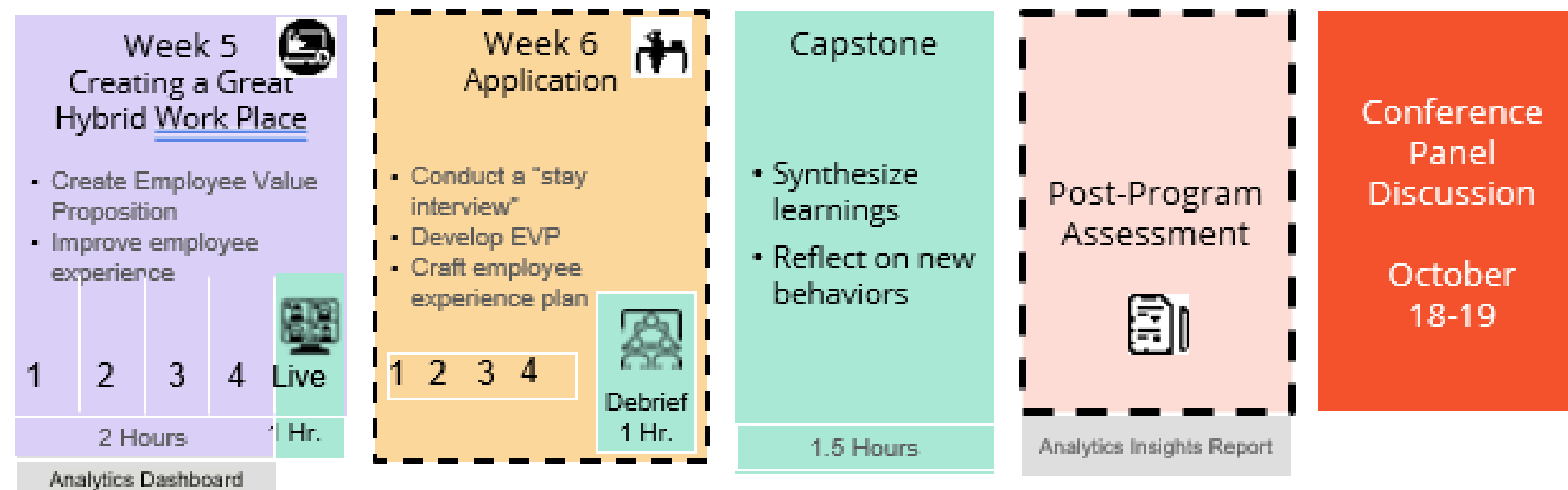
Set Conditions for Success



SEPTEMBER 26 - 30 OCTOBER 3 - 6 OCTOBER 7 OCTOBER 10 - 14 OCTOBER 18 - 19

Celebrate

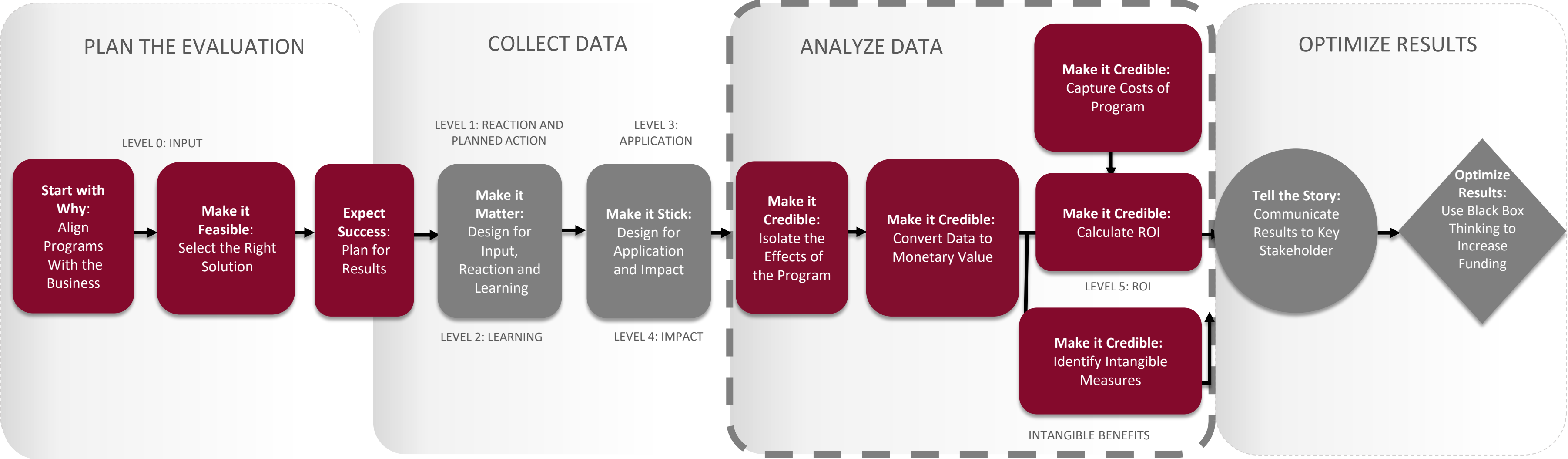
Measure and Report Impact



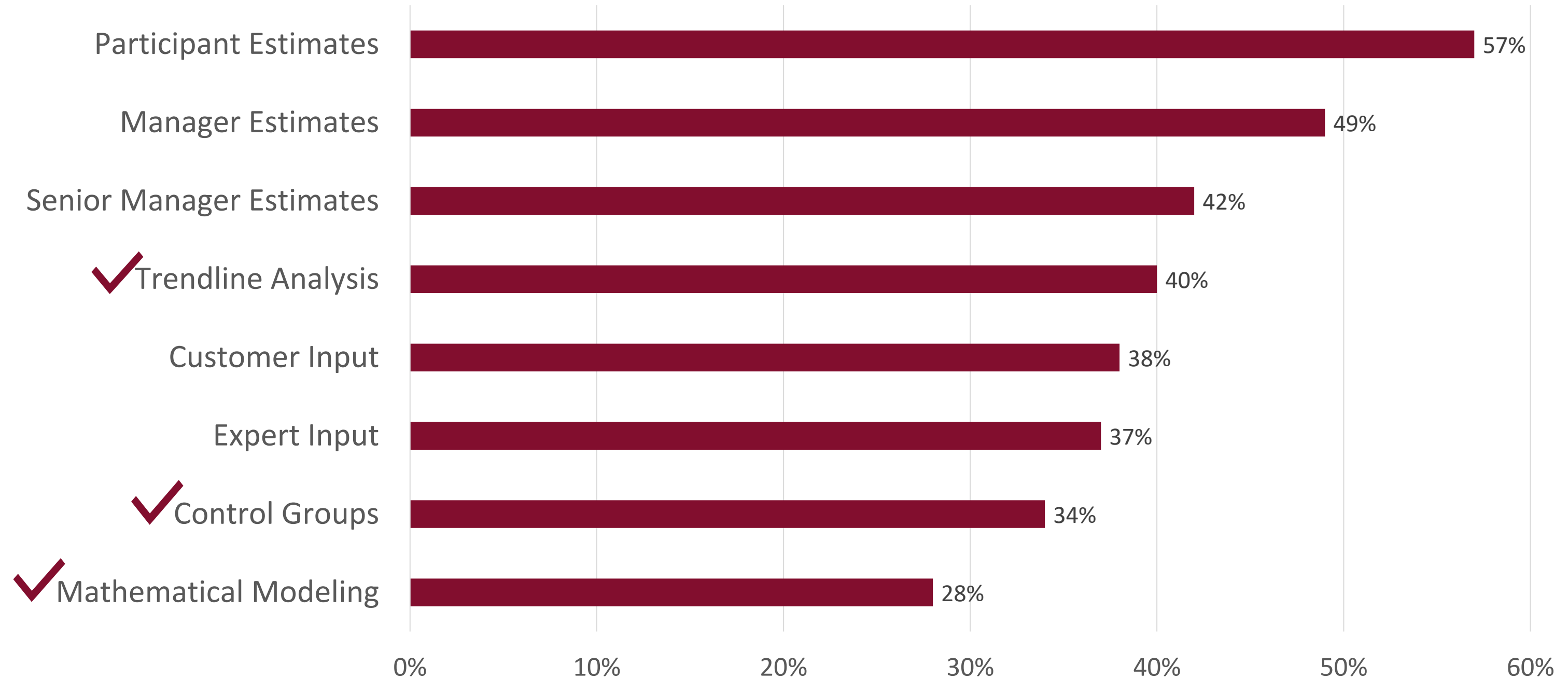
● Assessment
 ● Virtual Synchronous
 ● Virtual Asynchronous
 ● On-the-Job Application



The ROI Methodology Process Model

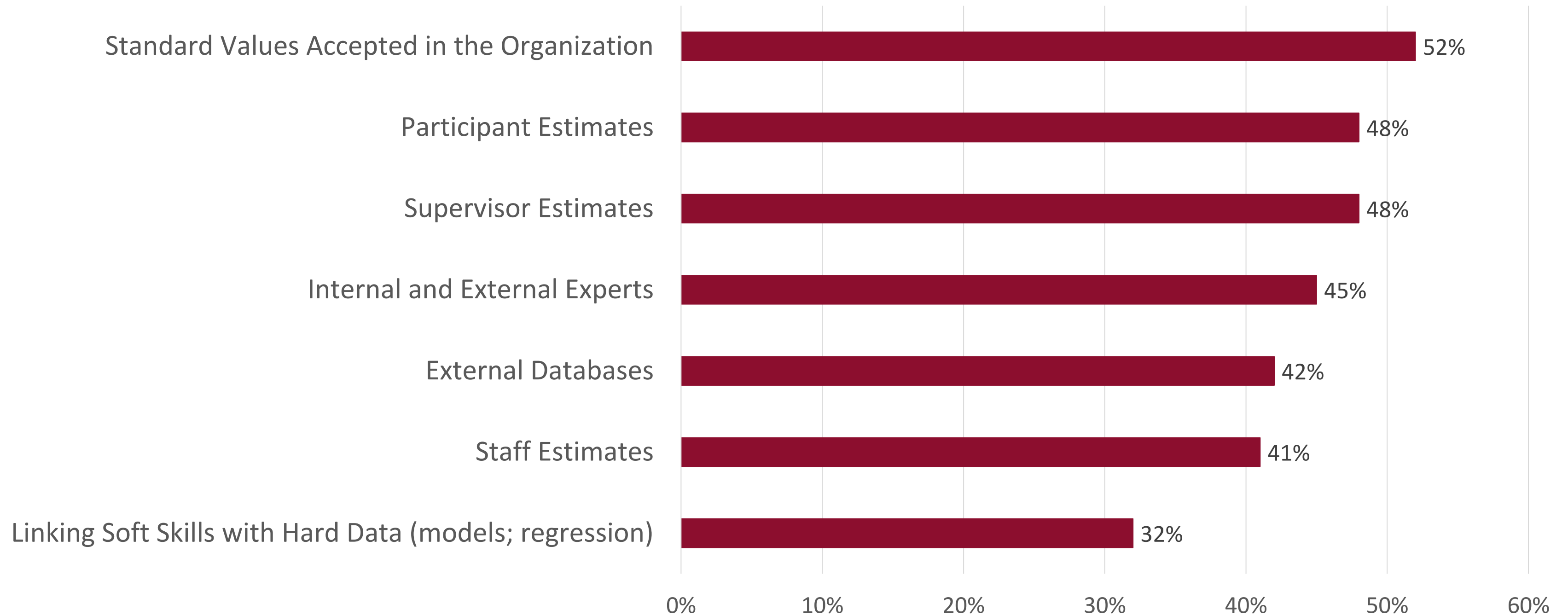


Isolation Methods



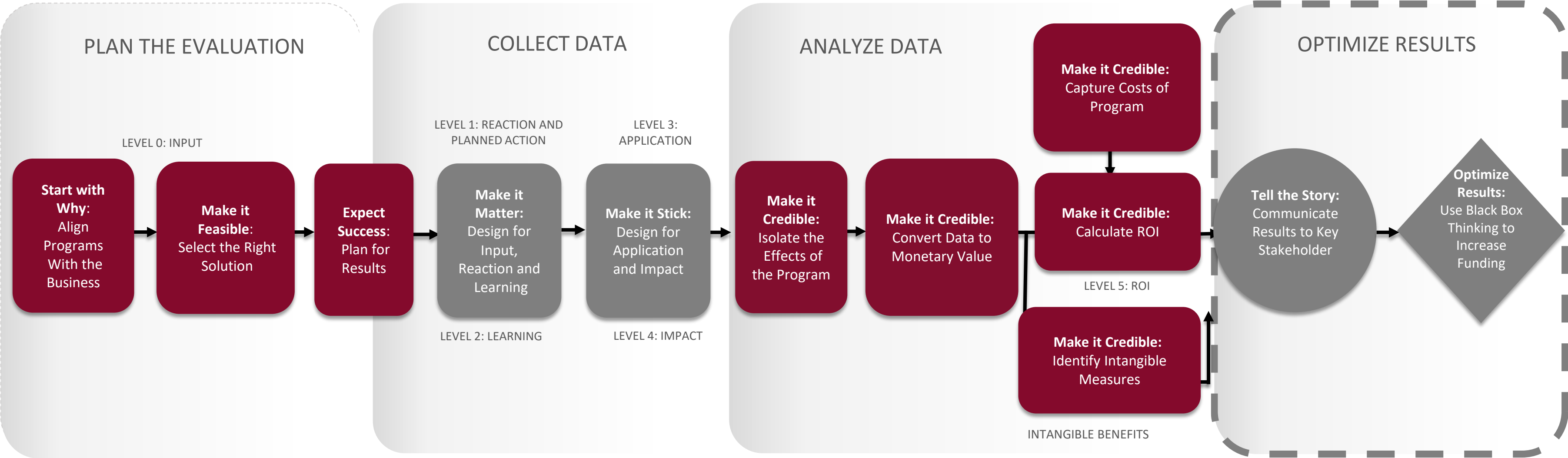
*Survey of Users, N = 246

Data Conversion Methods



*Survey of Users, N = 246

The ROI Methodology Process Model



Case Application and Practice: Healthcare, Inc.

Healthcare organization experiencing high levels of complaints and turnover.

- **Cost of one complaint: \$24,343**
- **Cost of one turnover statistic: \$20,887**

The organization implemented a program that involved senior executives at an offsite meeting for two days. They then shared what they learned with their immediate reports during a routine staff meeting, who then did the same with their team.

This was an inexpensive solution for a very expensive problem.

Data Collection

- (L1) Questionnaire – end of program
- (L2) Knowledge assessment; skill practice – during program
- (L3) Self-Assessment questionnaire – 6 months post-program
- (L3) Employee survey (25% sample) - 6 months post-program
- (L4) Complaint and Turnover records – 12 months post-program

Isolation Techniques

- Complaints – Trendline analysis
- Turnover – Forecasting

Program Costs

- Fully-loaded including needs assessment, design, development, implementation, and evaluation
- Total cost: \$277,987

Benefits (after isolation)

- Complaints prevented over one year: 14.8
- Turnover prevented over one year: 136

Case Application and Practice: Healthcare, Inc.

Healthcare organization experiencing high levels of complaints and turnover.

- **Cost of one complaint: \$24,343**
- **Cost of one turnover statistic: \$20,887**

The organization implemented a program that involved senior executives at an offsite meeting for two days. They then shared what they learned with their immediate reports during a routine staff meeting, who then did the same with their team.

This was an inexpensive solution for a very expensive problem.

Benefits

Complaints: 14.8

Turnover: 136

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

Program Costs

- Fully-loaded including needs assessment, design, development, implementation, and evaluation
- Total cost: \$277,987

Benefits (after isolation)

- Complaints prevented over one year: 14.8
- Turnover prevented over one year: 136

Case Application and Practice: Healthcare, Inc.

Healthcare organization experiencing high levels of complaints and turnover.

- **Cost of one complaint: \$24,343**
- **Cost of one turnover statistic: \$20,887**

The organization implemented a program that involved senior executives at an offsite meeting for two days. They then shared what they learned with their immediate reports during a routine staff meeting, who then did the same with their team.

This was an inexpensive solution for a very expensive problem.

Benefits

Complaints: $14.8 \times \$24,343 = \$360,276.40$

Turnover: $136 \times \$20,887 = \$2,840,632$

$$\text{ROI} = \frac{(\$360,276.40 + \$2,840,632) - \$277,987}{\$277,987} \times 100 = 1051\%$$

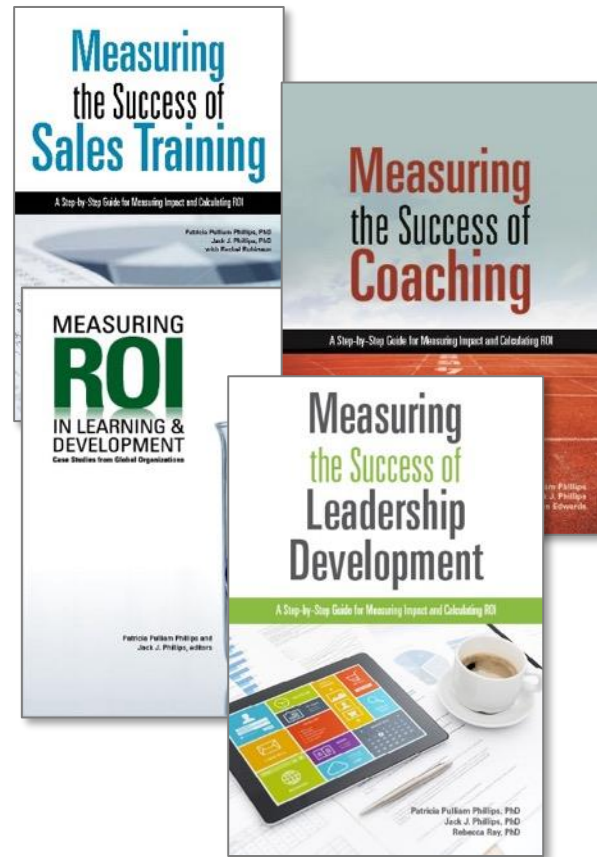
Program Costs

- Fully-loaded including needs assessment, design, development, implementation, and evaluation
- Total cost: \$277,987

Benefits (after isolation)

- Complaints prevented over one year: 14.8
- Turnover prevented over one year: 136

Sample Case Studies



Transnet Coach Business (*South Africa*) — ROI = 32.64%

Supervisor coaching program focused on improving beat rate and sales targets.

Department of Defense (*USA*) — ROI = 153%

Master's degree program focused on reducing turnover and implementing quality and cost reduction projects.

Industrial Company (*Germany*) — ROI = 161%

Global sales training focused on improving sales.

Manufacturing Company (*USA*) — ROI = 49%

Organizational change solution focused on reducing errors, turnover, customer fulfillment issues and improving employee mobility and customer satisfaction..

Telecommunications (*USA*) — ROI = - 85%

Call center representative training focused on call escalations.

With more than 20 years of experience in the learning & development industry, **Kaycee Buckley is Director of Global Commercial Talent.** She works with organizational leaders to define talent development, strategies, develop and deploy learning events, and measure the business impact for these training initiatives.



*Just wanted to let you know that I presented the Coaching ROI results to my DVP and the Area Commercial Directors last Thursday. It was AMAZING! They were surprised and not surprised by the results. That is, **they were not surprised that the ROI was negative** because they are all aware that the Sales Managers are not coaching and agreed with the barriers as I had outlined in the study. **They were surprised at what a negative impact “not applying Coaching” was making to the business, which sparked a very productive conversation as to what to do to fix it.***

Wow...such positive outcomes from my stakeholders...and with a negative ROI!

Tell your story. Optimize results.

Remember, when it comes to showing value:

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

Change is inevitable.

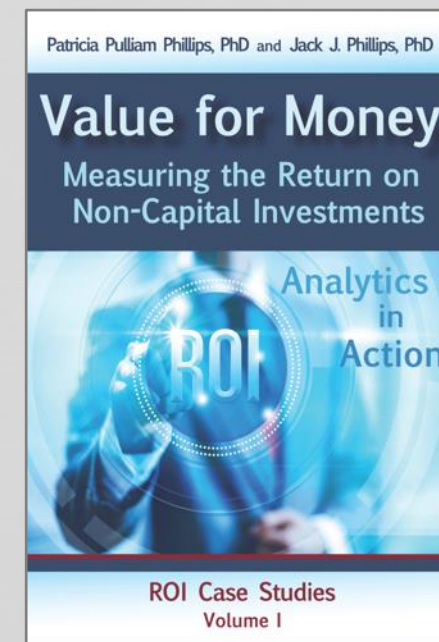
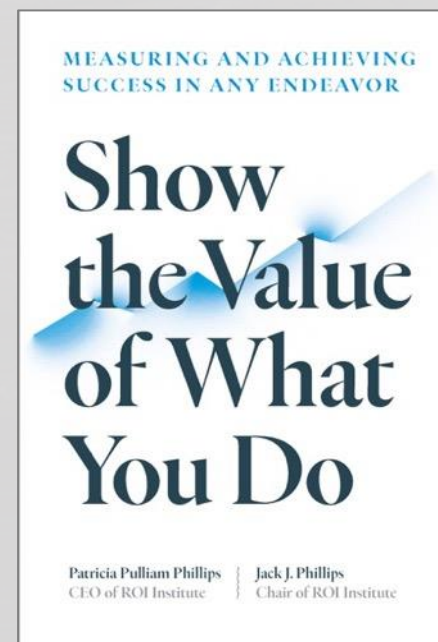
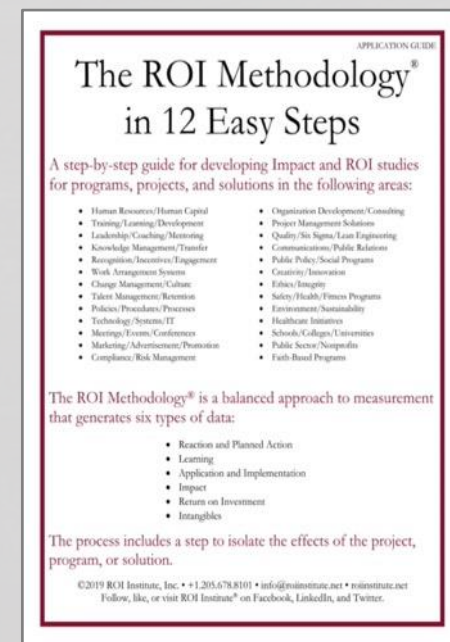
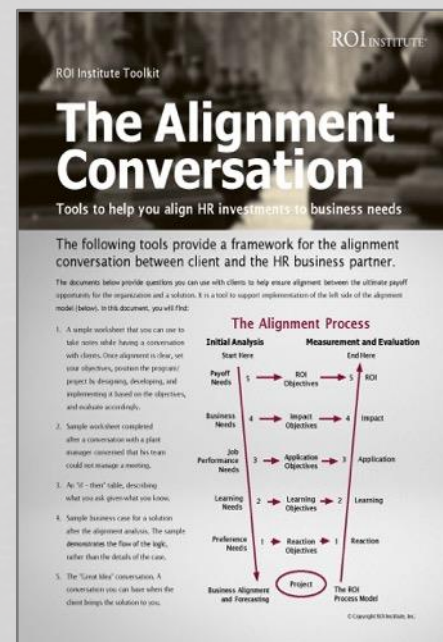
Progress is optional.



Scan the QR Code to Access Resources from Today's Session



SCAN ME



Connect with Us

Online

www.roiinstitute.net

Phone

+1 (205) 678-8101

Email

patti@roiinstitute.net

ROI INSTITUTE®

Need an ROI study on an important program or project?

ROI Certification is the Solution!

By attending ROI Certification, you will:

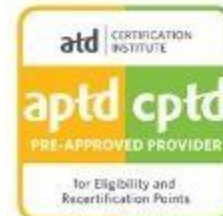
- Build serious measurement and evaluation capability.
- Maximize learning through weekly group coaching with ROI Institute leaders.
- Complete an ROI evaluation study on an important program.
- Earn the Certified ROI Professional® (CRP) designation and digital badge.
- Join the ROI Network with more than 6,000 ROI professionals.
- Advance your professional skills and improve organization outcomes.

Receive 10% Discount
Use code
ROI10



SCAN ME

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



Center for Talent Measurement and Reporting

Home of Talent Development Reporting Principles (TDRp)

Take your evaluation and measurement skills to the next level with CTMR Membership. Gain access to:

- Measures Library
- Case Studies
- Sample Statements & Reports
- Workshop Discounts
- Recordings and PowerPoints
- Member's Only Network
- ROI Boot Camp
- Consultation



SCAN ME

ROI INSTITUTE®

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

Patti P. Phillips, Ph.D.



- Author, Educator, Consultant, Coach
- CEO, ROI Institute, Inc.
- Senior Advisor, The Conference Board
- Chair, i4cp People Analytics Board
- Chair-Elect, International Federation of Training and Development Organizations
- Vice Chair, UN Institute for Training and Research Board of Trustees
- Fellow, ATD Certified Professional in Talent Development
- Board Member, International Society for Performance Improvement

Author of these books and more.

