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Updating Your Evaluation Strategy

A Working Session to Develop a Strategy
and Plan for Assessment, Measurement,
Evaluation, and Analytics

A Road Map to
Business Results
and Increased Funding

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The New Normal

As a result of recent events, the pressures and challenges facing many professionals can be condensed into these important realities:

The pressure to curtail or eliminate projects and programs. Executives are concerned about the value of projects and programs, and in most executives' minds, the value is the impact it is having on the organization. For expensive projects, most executives will ask for the return on investment (ROI) – to see how the value of the project translates into monetary benefits, compared to the cost of the project. ROI is a key metric for top decision-makers.

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You have to do more with less. Faced with limited budgets, fewer resources, and greater expectations, processes must be efficient and effective to ensure that value is delivered with minimum investment.

There is pressure to connect major projects to the business. Key funders, sponsors, and supporters expect fundamental programs to be relevant and drive important business measures. Whether in government or business, there are always business measures. These are often key performance indicators for the C-Suite executives, as well as throughout the organization. Your major projects and programs will need to connect to those critical measures, credibly, and efficiently.

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Soft projects are more at risk. The so-called "hard projects," those connected directly to production, quality, sales, logistics, and IT have less risk because the value is usually obvious, and the benefits are easily recognized. The soft projects will be in a more precarious position. Projects involving culture, change management, leadership, communications, empowerment, customer service, and branding may be at risk because their values are not clear to executives and the owners of those projects may not have taken the steps to demonstrate the business value clearly.

Forecasting ROI before implementation will be a standard approach. The best way to obtain approval for a new project is to communicate the ROI forecast, reflecting the expected monetary benefits compared to the projected costs. The challenge is to ensure that this analysis is credible and conservative. In an ideal setting, the ROI forecast will be less than the actual ROI in a follow-up evaluation. This confirms that the forecast was credible and conservative.

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The journey to business results involves the entire team – not just those involved in measurement and evaluation. You cannot measure your way to success. Measurement and evaluation uncover weaknesses in programs and processes, which means that changes must be implemented. These are often changes that are spread throughout the program cycle and across different roles and responsibilities. It is difficult for the evaluation team to facilitate those changes. Therefore, it is best to design for the desired results and share the challenge and responsibility with the entire team. A team effort is truly needed to deliver the value of your program.

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Virtual learning must be effective. With many learning programs shifting to virtual delivery formats, we need to ensure that the delivery is working, particularly at Level 3 (Application), Level 4 (Impact), and Level 5 (ROI). Unfortunately, there is a problem with many virtual programs breaking down at Levels 3 and 4—not delivering application and impact. Therefore, it is necessary to design programs to allow for evaluation and change during Levels 3 and 4.
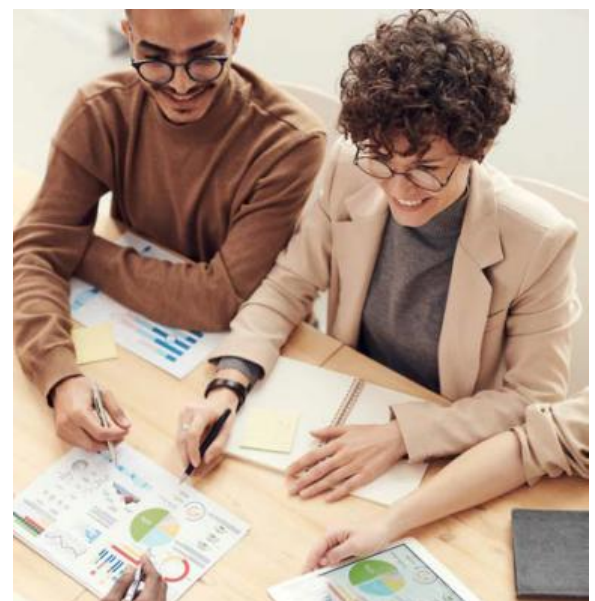
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Future programs must be designed to deliver results. New programs should start with "why," and the "why" is a business measure. The proposed program must be the right solution. There should be SMART objectives (Specific, Measurable, Attainable, Relevant, and Time-Based), not only for reaction and learning but for application and impact as well. This provides the focus you will need to deliver credible results.

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Action is Required

This situation requires recalibration and reevaluation of how the organization delivers solutions and measures results. All key roles and responsibilities, including the latest benchmarking, technology, and know-how, must be involved to be successful. More specifically, you need a new strategy for value, more precisely, a new evaluation strategy including these actions:

01	Assess the current status of delivering results as a baseline.
02	Set specific goals for delivering and measuring results that involve the entire team.
03	Assign the various roles and responsibilities to make it work, identifying each team member's role and function.
04	Build the capability of the team to make evaluation feasible, effective, and successful.
05	Develop simple yet usable guidelines, tools, and templates to make it efficient, consistent, and repeatable.

06	Measure progress and make adjustments.
07	Use technology in a smart way to make the process more efficient and timely.
08	Adopt preferred practices in planning, data collection, analysis, and reporting.
09	Report the results of the evaluation to all stakeholders.
10	Involve the management team and provide briefings, emphasizing their roles to make the program or project successful.

Building Blocks for Your Evaluation Strategy

Utilizing Shortcuts
Monitoring Progress
Removing Obstacles
Preparing the Management Team
Initiating the ROI Projects
Tapping into a Network
Preparing the Team
Revising Policies and Procedures
Establishing Goals and Plans
Developing Roles and Responsibilities
Assessing the Climate for Measuring ROI

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The Best Way to Do This

The best way to drive these actions is to conduct a working session with the functional leaders of the team, the owners of the different projects, programs, and processes. Together they discover how the most used evaluation system in the world, the ROI Methodology®, can be implemented to deliver, measure, and report value. This working session ideally involves **one or** two days of building capability with the methodology, addressing the 10 actions listed on page three, making decisions for each action, and developing the strategy and plan to make it successful.

Objectives

The objectives for this session provide a roadmap to success. After participating in this session, participants will:

- Perceive this session as important to the success of their role.
- Describe the challenges facing the organization today and the need to connect to the business value desired by top executives.
- Identify the steps to develop, deliver, and evaluate programs at the impact and ROI levels.
- Decide on specific actions needed for an evaluation strategy.
- Internalize the evaluation strategy plan and be prepared to make it successful.
- Create an evaluation strategy plan document.
- Communicate the plan to others.
- Execute the strategy and monitor successes.

Facilitation Options

Three options are available for facilitation of this essential session:

- This session can be conducted **on-site** for the team in a session facilitated by Drs. Jack J. Phillips and/or Patti P. Phillips, co-founders of ROI Institute, or other master-trainers on the ROI team. If the team is familiar with the ROI Methodology, this can be a one-day session.
- The session can be conducted in an interactive virtual format, conveniently scheduled in two four-hour blocks.
- This capability can be developed during a team retreat in setting conducive to learning. Several locations are available and may be arranged. The accommodations, meals, and expenses will be included in the event fee.

Personal Guarantee

For over two decades, the ROI Institute has been successful with the implementation of the ROI Methodology in all types of organizations globally. They guarantee that this session will be one of the most important activities and actions your team can receive as the business and economic climate around us continues to change. If your team is not satisfied with the results of these sessions with the many tools and resources provided to implement a new evaluation strategy, there will be no charge.

Deliverables

This session will deliver:

- An engaged team development process
- A reference library of books, resources, and tools
- An evaluation strategy plan

Contact ROI Institute for more details by emailing info@roiinstitute.net or calling 205-678-8101.