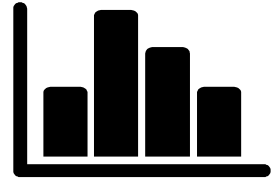


A silver laptop is open on a light-colored surface, possibly a desk. The laptop screen is the central focus, displaying white text on a dark grey background. To the left of the laptop, there is a small, clear glass vase containing a green plant with long, thin leaves. The background is a light-colored, textured brick wall. The overall scene is well-lit and has a professional, yet casual feel.

Delivering Results Executives Love

Objectives



Participants should be able to answer:

- What is Value?
- What's the value of ROI?
- How do you make the value (\$\$) results credible?

The Process of Improvement to deliver value

Identify improvement opportunities

Develop best practices

Attain & sustain top performance

Transition to fact-based, results-orientated organisation

Achieving Organisational Change

- The Bottom Line results of a business depend on its people
- To achieve sustained business improvement generally requires your people to:
 - *Carry on doing the exceptional things they do, and*
 - *Improve in the areas where performance is not at the levels needed*
- Selecting the right capabilities to Improve is important
- Building your peoples capabilities is essential to achieving improvement

Which of these are true?

- Most of learning and development is wasted (not used).
- The learning outcome desired by executives is rarely measured.
- Most learning providers do not have data showing that they make a difference in the organization.
- Most executives see learning as a cost and not an investment.
- Most executives view hard skills more valuable than soft skills.

What CEOs Want

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 and Indicators	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



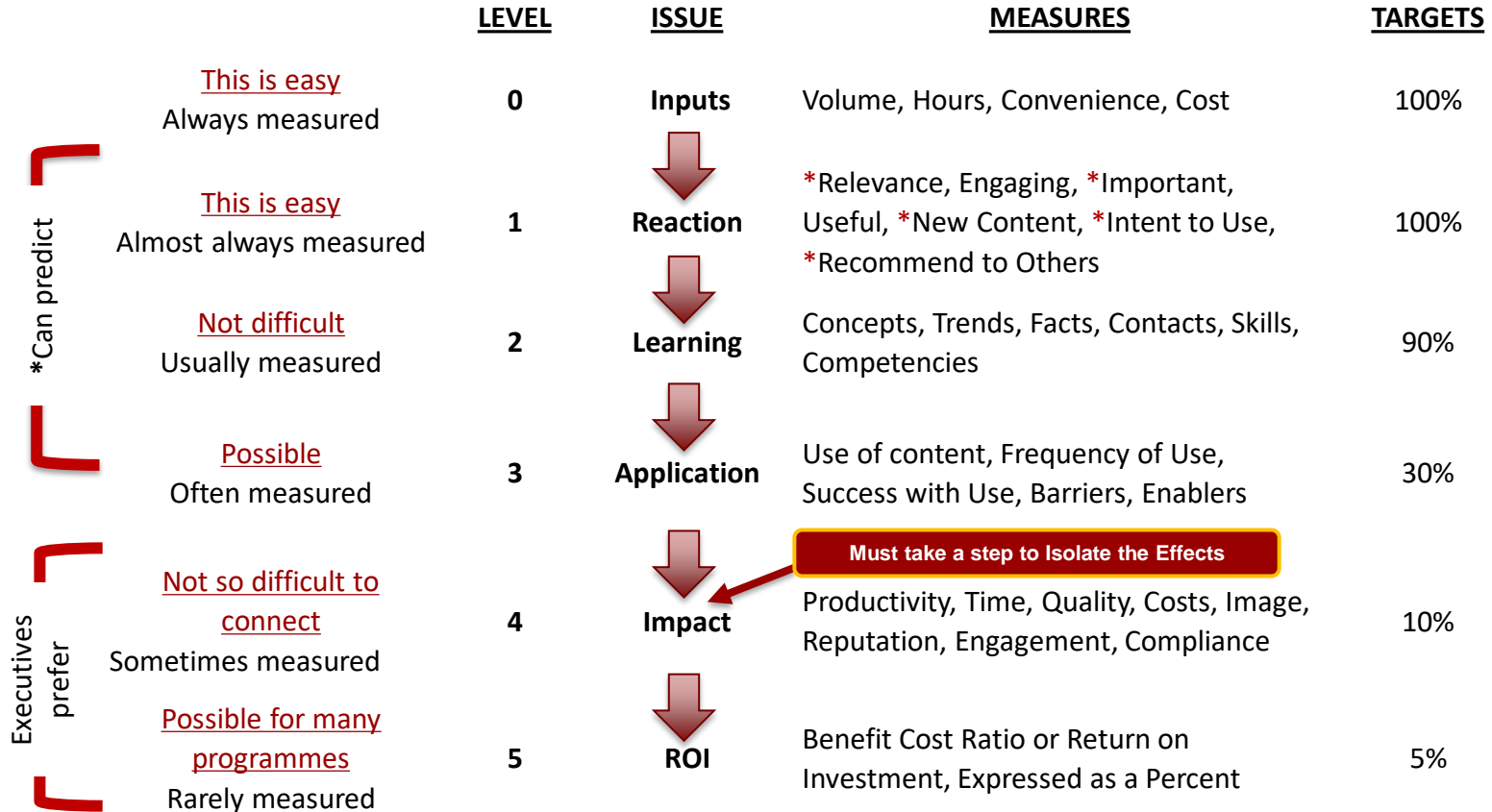
*Ultimately, the success of any
programme is based on
whether it improves business
results.”*

*—Training Top 10 Hall of Fame,
May 2017*

What is Value?

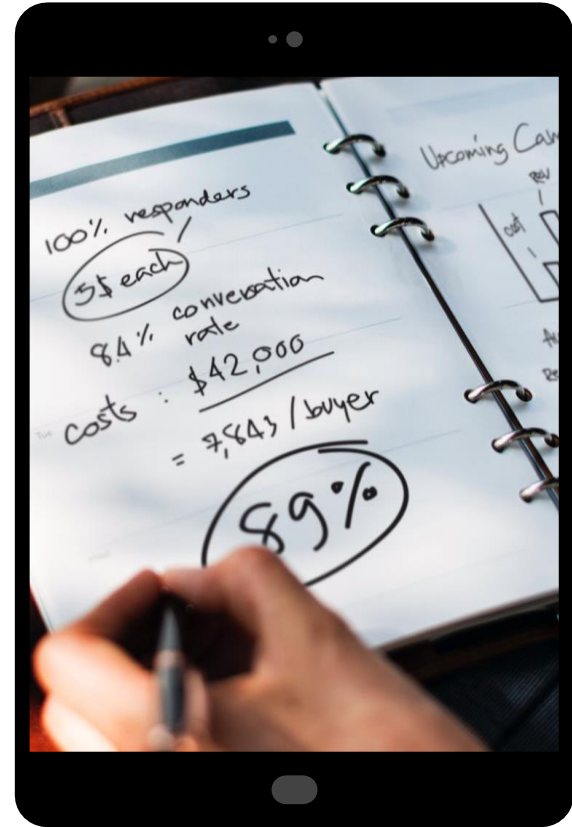


The Value Chain



*Best Practice: Percent of programmes Evaluated at this level each year.

What percent of your programmes are evaluated at Level 4 ?

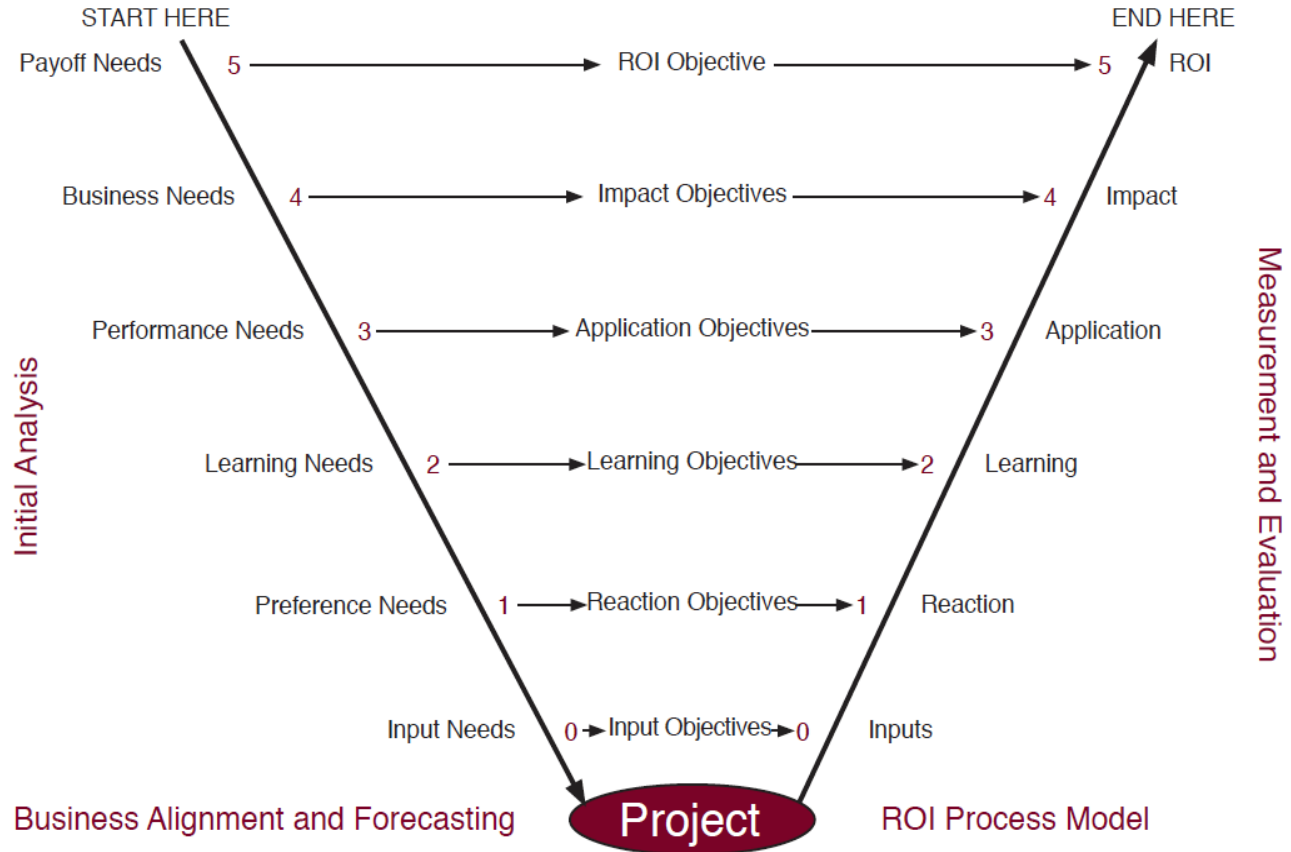



Why Measure ROI?

- Align projects to business needs
- Show contributions of selected projects
- Earn respect of senior management/administrators
- Build staff morale
- Justify/defend budgets
- 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

Structure for the Value Chain

The V-Model provides alignment, connecting needs assessment with evaluation using five levels of data:





**Bean Counters Need
Beans to Count**

Standard Values are Everywhere

- Finance and Accounting
- Local Authorities
- Government Records
- Science and Engineering Databases
- IT/Systems
- Marketing and Customer Service Databases
- Procurement Records
- Research and Development Reports
- Human Resources/Human Capital

Where to Find Experts

- The obvious department
- They send the report
- It is in the job title
- The directory
- Ask



What Makes an Expert Credible?

- Experience
- Neutrality
- No conflict of interest
- Credentials
- Publications
- Track record



Finding Data

- Search engines
- Research databases
- Academic databases
- Industry / trade databases
- Government databases
- Commercial databases
- Association databases
- Professional databases



Think About a Unit of Measure

One incident

One homicide

One student
placed

One patient
discharged

One hour of
system
downtime

One day of
incarceration

One incident
of AIDS

One sexual
assault

One
microfinance
loan approved

One accident

One new job

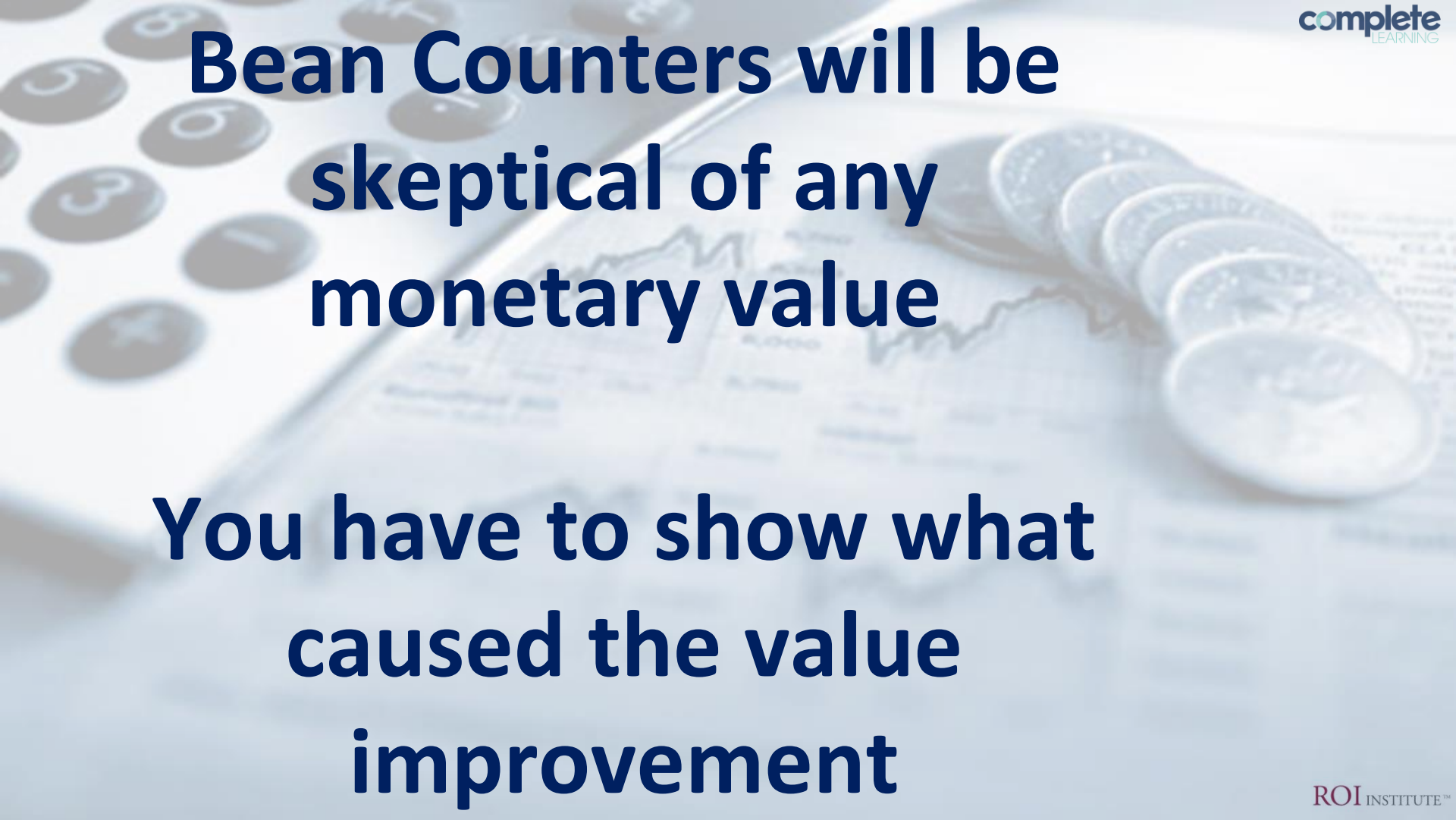
One voluntary
turnover

One infant
death

One citizen
complaint
about police

One
medication
error

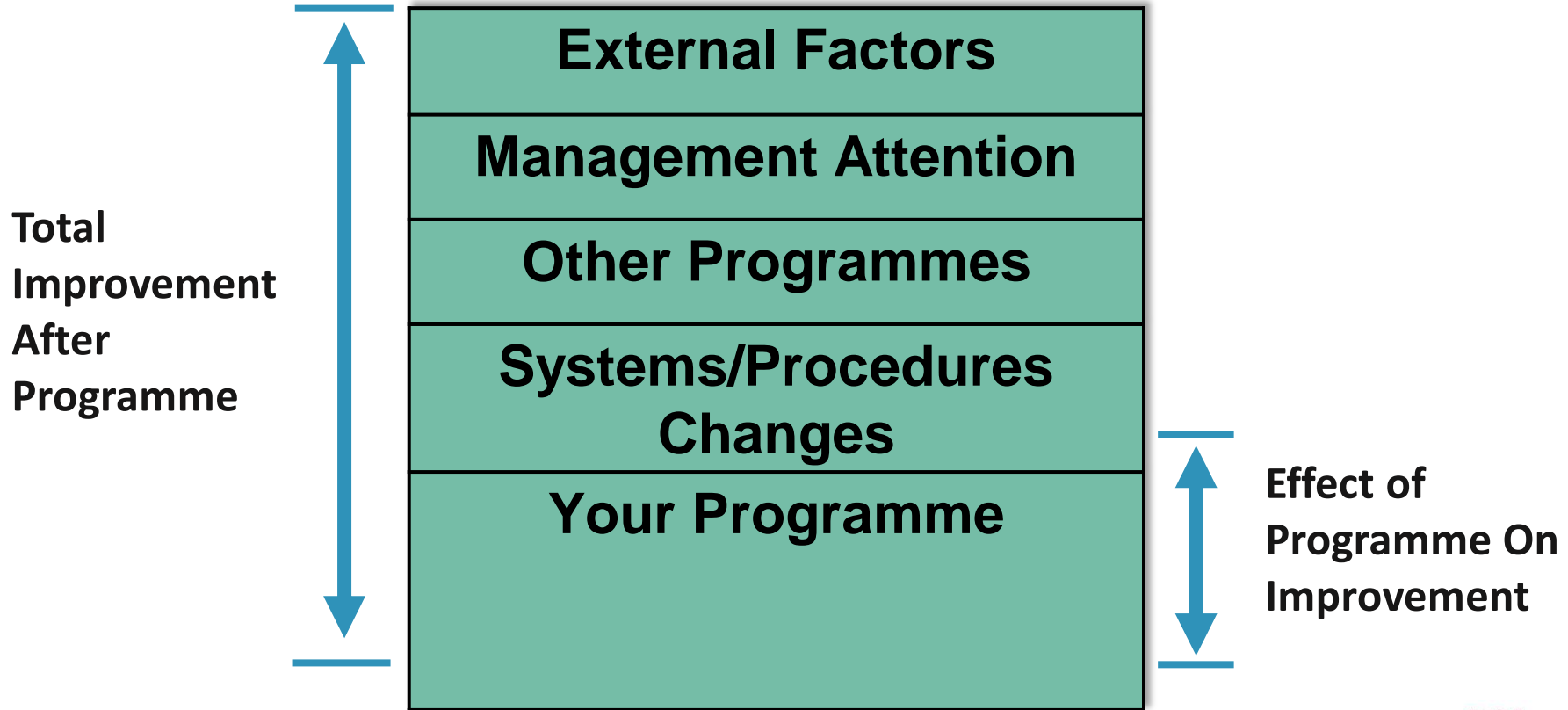
One infection

The background of the slide is a blurred image featuring a calculator on the left with its numeric keypad visible, a stack of coins on the right, and a line graph with an upward trend in the center. The text is overlaid on this background.

**Bean Counters will be
skeptical of any
monetary value**

**You have to show what
caused the value
improvement**

Several Factors Contribute to an Improvement After a Programme is Conducted



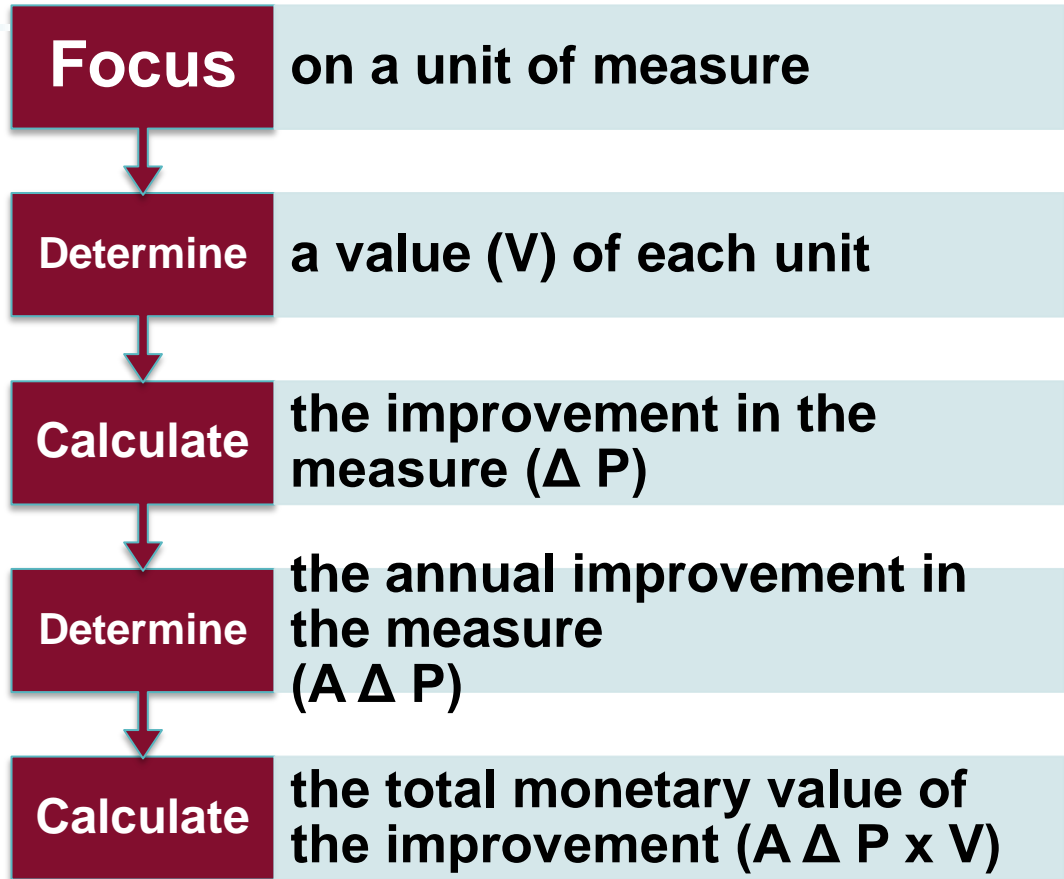
Methods to Isolate Programme Effects

- Use of a control group arrangement
- Trend-line analysis of performance data
- Use of forecasting methods of performance data
- Participant's estimate of programme impact (percentage)
- Supervisor's estimate of programme impact (percentage)
- Manager's estimate of programme impact (percentage)
- Use of experts/previous studies
- Calculate/estimate the impact of other factors
- Customer input

Methods of Converting Data to Monetary Values

Converting	output to contribution – standard value (profit/savings)
Converting	the cost of quality – standard value
Converting	employee's time (using compensation)
Using	historical costs/savings
Using	internal and external experts
Using	data from external databases/studies
Linking	with other measures
Using	participants' estimates
Using	supervisors' and managers' estimates
Using	staff estimates

Five Steps to Convert a Measure to Money



ROI calculation

Defining the Benefit Cost Ratio

$$\textit{Benefit/Cost Ratio} = \frac{\textit{Programme Benefits}}{\textit{Program Cost}}$$

Defining the Return on Investment

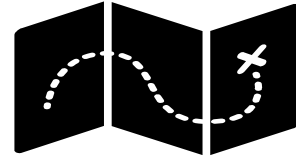
$$\textit{ROI} (\%) = \frac{\textit{Net Programme Benefits}}{\textit{Program Cost}} \times 100$$

Optimize Results

Using black box thinking to increase funding



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.

Design for success. Progress is achievable

Find out more

We can send you a chapter from our book,

Value for Money...

Chapter 10—Make It Credible: Isolate the Effects of the Programme

Email

wayne.burroughs@completelearning.co.nz

for your copy.

