

# MEASURING THE SUCCESS OF SALES TRAINING

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## Objectives

After completing this workshop, Participants should perceive the content to be:

- Relevant to their work
- Immediately applicable

After completing this workshop, participants should be able to:

- Identify the drivers for ROI
- Make the business case for ROI
- Develop program objectives at multiple levels
- Explain how alignment is achieved
- Explain to clients how ROI works
- Describe the ROI Methodology
- Plan next steps

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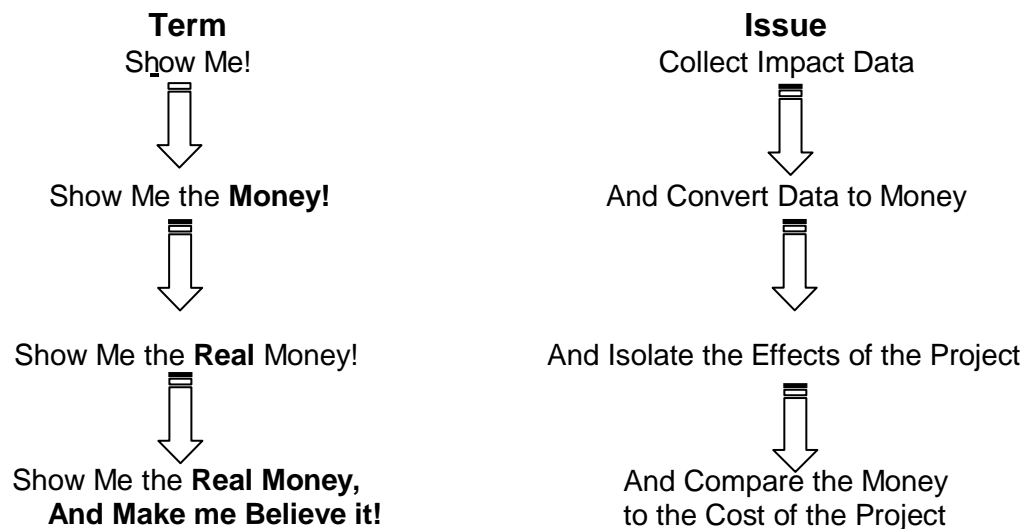
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## The “ New ” Definition of Value

Value Must:

- Be balanced, with qualitative and quantitative data
- Contain financial and non-financial perspectives
- Reflect strategic and tactical issues
- Satisfy all key stakeholders
- Be consistent in collection and analysis
- Be grounded in conservative standards
- Come from credible sources

## The “ Show Me ” Evolution



## Generates Six Types of Measures

- Reaction and Planned Action
- Learning
- Application
- Business Impact
- Return on Investment
- Intangible Measures

.....and includes a technique to isolate the effects of the program or solution

## The Executive View\*

Measure	We Currently Measure This	We Should Measure This in the Future	My Ranking of the Importance of This Measure
1. <b>Inputs:</b> “Last year, 78,000 employees received formal learning.	94%	85%	6
2. <b>Efficiency:</b> “Formal learning costs \$2.15 per hour of learning consumed.”	78%	82%	7
3. <b>Reaction:</b> “Employees rated our training very high, averaging 4.2 out of 5.”	53%	22%	8
4. <b>Learning:</b> “92% of participants increased knowledge and skills”	32%	28%	5
5. <b>Application:</b> “At least 78% of employees are using the skills on the job”	11%	61%	4
6. <b>Impact:</b> “Our programs are driving our top 5 business measures in the organization.”	8%	96%	1
7. <b>ROI:</b> “Five ROI studies were conducted on major programs yielding an average of 68% ROI.”	4%	74%	2
8. <b>Awards:</b> “Our learning and development program won an award from the American Society of Training and Development”	40%	44%	3

### Fortune 500 and Top Private Organizations

- Surveys administered by top executives
- Completed directly by CEO
- 10 actions taken to increase response rate
- 96 returned
- 21% Response rates

### Exercise:

1. What conclusions do you make from this data?

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2. What are the barriers to doing more “business” evaluation?

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3. Would these results be different for other functions? Other organizations? Other countries?

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## Status of Measurement

Level	Measurement Category	Current Status*	Goal in 5 Years*	Comments About Status
<b>0</b>	<p><b>Inputs/Indicators</b></p> <p>Measures the number of programs, participants, audience, costs, and efficiencies</p>	100%	100%	<p>This is being accomplished now</p> <p>100% †</p>
<b>1</b>	<p><b>Reaction and Planned Action</b></p> <p>Measures reaction to, and satisfaction with, the experience, contents, and value of program</p>	100%	100%	<p>Need more focus on content and perceived value</p> <p>79% †</p>
<b>2</b>	<p><b>Learning</b></p> <p>Measures what participants learned in the program – information, knowledge, skills, and contacts (takes-away from the program)</p>	30 – 40%	80 – 90%	<p>Must use simple learning measures</p> <p>54% †</p>
<b>3</b>	<p><b>Application</b></p> <p>Measures progress after the program – the use of information, knowledge, skills, and contacts</p>	10%	30%	<p>Need more follow-up</p> <p>31% †</p>
<b>4</b>	<p><b>Business Impact</b></p> <p>Measures changes in business impact variables such as output, quality, time, and cost-linked to the program</p>	5%	10%	<p>This is the connection to business impact</p> <p>14.4% †</p>
<b>5</b>	<p><b>ROI</b></p> <p>Compares the monetary benefits of the business impact measures to the costs of the program.</p>	1%	5%	<p>The ultimate level of evaluation</p> <p>4.3% †</p>

\* Percent of Programs Evaluated At This Level

† Best Practice Benchmarking (user for 5 plus years)

» **Add your numbers in each box**

**Exercise:**

What concerns do you have about these percentages?

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## Five Levels of Measurement - Examples

### Level 0 Input and Indicators

- Number of programs
- Participants
- Hours
- Requests
- Efficiencies
- Costs
- Time to Deliver

### Level 1 Reaction and Planned Action

- Relevance \*
- Importance \*
- Usefulness
- Practical
- Necessary
- Recommend to Others\*
- Feasible
- Valuable
- New Information \*
- Motivating
- Appropriateness
- Intent to Use \*

### Level 2 Learning

- Information
- Knowledge
- Understanding
- Capability
- Contacts
- Confidence
- Perceptions
- Skills

**\*Correlates with Application**

### Level 3 Application

- Use of Knowledge
- Use of Skill
- Frequency of Skills
- Completion of Actions
- Completion of Tasks
- Implementation of Ideas
- Following the Policy
- Use of Procedure
- Use of Regulation
- Success with Application
- Barriers
- Enablers

### Level 4 Business Impact

- Sales
- New Accounts
- Market Share
- Churn Rate
- Profit of the Sale
- On Time Shipments
- Compliance Discrepancies
- Customer Complaints
- Cost of Sale
- Customer Engagement
- Customer Loyalty
- Service Delivery
- Sales
- Cycle Time
- Customer Satisfaction

### Intangible Measures

.... includes a technique to isolate the effects of the program.

### Level 5 Return on Investment

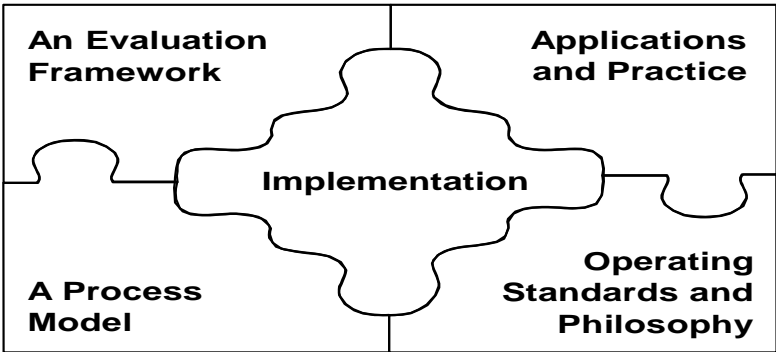
ROI (%) Benefit/Cost  
Ratio Payback Period

**Exercise:** Any surprises here?

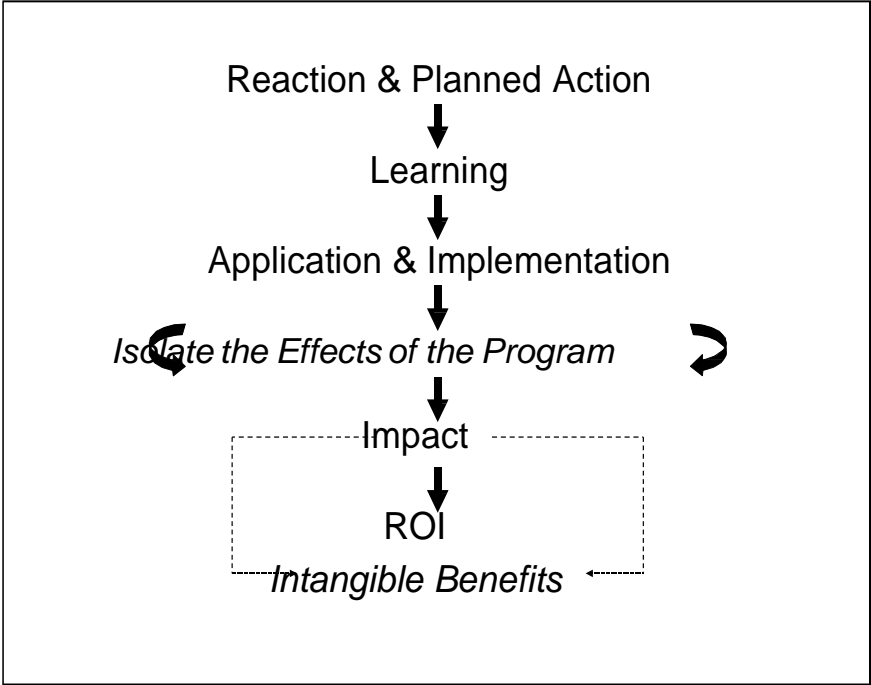
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**An evaluation system must have five elements.**



**Chain of Impact**



Notes

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**Criteria for Selecting Programs for Level 4 and Level 5 Evaluation**

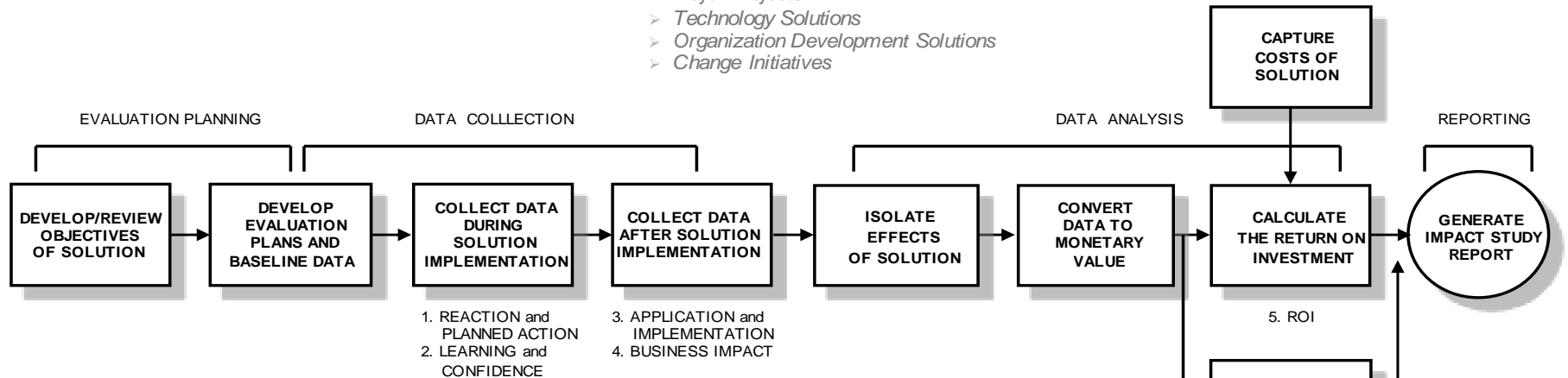
Benchmarking*	
• Life cycle of the program	14%
• Linkage of program to operational goals and issues	29%
• Importance of program to strategic objectives	50%
• Executive interest in the evaluation	48%
• Cost of the program	52%
• Visibility of the program	45%
• Size of target audience	6%
• Investment of time required	7%

\*Survey of Users, N = 235

# The ROI Methodology™

## Calculating the Return on Investment of Performance Solutions

- > HR Solutions
- > Training Solutions/E-Learning
- > Major Projects
- > Technology Solutions
- > Organization Development Solutions
- > Change Initiatives



**ROI Calculation - Example**

$$ROI = \frac{\text{Net Program/Project Benefits}}{\text{Program/Project Costs}}$$

Costs of program/project \$230,000  
 Benefits of program/project (1st year) **\$430,000**

$$ROI = \frac{\$430,000 - \$230,000}{\$230,000} = 0.87 \times 100 = 87\%$$

EVALUATION FRAMEWORK	
Level	Measurement Focus
1. Reaction & Planned Action	Measures participant satisfaction with the program/project and captures planned action.
2. Learning & Confidence	Measures changes in knowledge, skills, and attitudes.
3. Application & Implementation	Measures implementation and changes in behavior in the performance setting.
4. Business Impact	Measures changes in business impact variables.
5. Return on Investment	Compares benefits to the costs.

## Job Aid

### Guiding Principles

1. When conducting a higher-level evaluation, collect data at lower levels.
2. When planning a higher level evaluation, the previous level of evaluation is not required to be comprehensive.
3. When collecting and analyzing data, use only the most credible sources.
4. When analyzing data, select the most conservative alternatives for calculations.
5. Use at least one method to isolate the effects of the program or project.
6. If no improvement data are available for a population or from a specific source, assume that no improvement has occurred.
7. Adjust estimates of improvements for the potential error of the estimates.
8. Avoid use of extreme data items and unsupported claims when calculating ROI calculations.
9. Use only the first year of annual benefits in the ROI analysis of short-term solutions.
10. Fully load all costs of the solution, project, or program when analyzing ROI.
11. Intangible measures are defined as measures that are purposely not converted to monetary values.
12. Communicate the results of the ROI Methodology to all key stakeholders.

### The ROI Process

A comprehensive measurement and evaluation process that generates six types of measures:

- Reaction and Planned Action
- Learning
- Application
- Business Impact
- Return on Investment
- Intangible Measures

This balanced approach to measurement includes a technique to isolate the effect of the program or

#### Results-based Solutions

- Performance solutions/projects are initiated, developed and delivered with the end in mind.
- Participants understand their responsibility to obtain results with programs/solutions.
- Support groups (management, supervisors, co-workers, etc.) help to achieve results from performance solutions.
- A comprehensive measurement and evaluation system is in place for each program/project.
- Variety of approaches utilized to measure contribution, representing a balanced viewpoint.
- Follow-up evaluations (Application, Impact, and ROI) are developed for targeted solutions/projects and results are reported to a variety of stakeholders.



## Exercise: Matching Evaluation Levels with Objectives

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

- |                                |                         |
|--------------------------------|-------------------------|
| 1. Reaction and Planned Action | 4. Business Impact      |
| 2. Learning                    | 5. Return on Investment |
| 3. Application                 |                         |

Objective	Evaluation Level
After completing this program, participants should:	
1. Increase sales by 20% in 6 months	_____
2. Conduct at least three client reviews in 15 days.	_____
3. Increase new account generation by 25% in 3 months.	_____
4. Use sales consulting skills with 90% of new prospects	_____
5. Achieve a 2:1 benefit to cost ratio one year after the new CRM system is implemented	_____
6. Be able to describe the four elements of the marketing strategy.	_____
7. Increase the customer satisfaction index by 25% in 3 months.	_____
8. Integrate customer into new database following the 5-step process.	_____
9. Increase research grant funds by 20% in one year.	_____
10. Achieve a sales simulation score average of 75 out of a possible 100.	_____
11. Provide a 4 out of 5 rating on appropriateness of new product return policy.	_____
12. Decrease the number of security breaches of customer records by 10% in 4 months	_____
13. Achieve a post-test score increase of 30% over pre-test.	_____
14. Use the new CRM software as reflected by an 80% score on the user performance profile.	_____
15. Submit suggestions for improving the bid and proposal process (with a 10% participation goal in one year).	_____

What are the advantages of Level 3 and 4 Objectives?

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**Job Aid**

**Program Alignment  
V Model**

Start Here

End Here

Payoff Needs

5



ROI Objectives



5

ROI

Business Needs

4



Impact Objectives



4

Impact

Performance Needs

3



Application Objectives



3

Application

Initial  
Analysis

Learning Needs

2



Learning Objectives



2

Learning

Measurement and  
Evaluation

Preference Needs

1



Reaction Objectives



1

Reaction



Project

Business Alignment and Forecasting

The ROI Process Model

**Selling Skills**  
Office Product Company

**NEEDS**

**Payoff Needs**

Sales growth is sluggish, less than competitors

**Specific Business Needs**

A need to improve growth in all product lines. Current growth is only 2%; 10% should be achievable. Also, new accounts' acquisition is very low, averaging only slightly over 1 per sales rep per month. Five accounts should be easily achievable.

**Performance Needs**

Sales team appears to not be very aggressive. The team is :

- Providing inadequate follow-up
- Not focusing on cross-selling possibilities
- Not building the proper relationships
- Not prospecting for new clients
- Not negotiating to close

**Learning Needs**

Participants will need to enhance competencies on strategic selling, closing deals, using a broader perspective, seeking new clients, providing excellent customer service

**Initial Analysis**

**Preference Needs**

Participants need to see this project as valuable and necessary at this time, and immediately applicable in their work situations.

**Business Alignment and Forecasting**

**EVALUATION**

**ROI**

Calculating ROI with benefits vs. costs

**Impact**

Monitoring the records of the CRM system

**Application**

Self-assessment questionnaire on the use of new skills with confirmation from sales manager

**Learning**

Skill practice observations and self-assessments

**Measurement and Evaluation**

**Reaction**

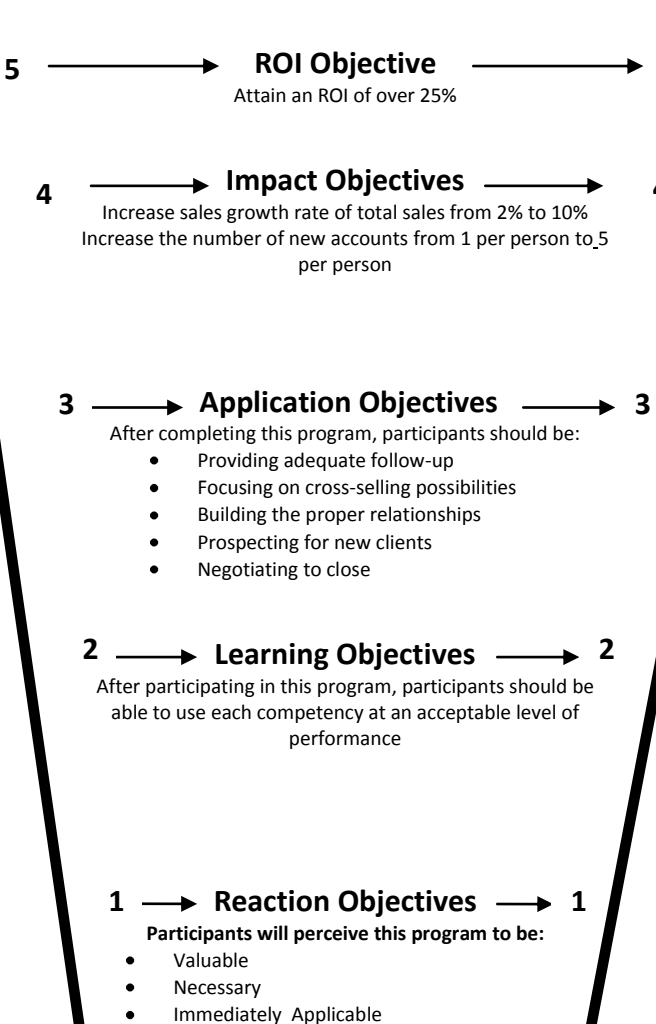
Feedback questionnaire at the end of the program

**The ROI Process Model**

**Start Here**

**OBJECTIVES**

**End Here**



## Data Collection During and After Program

	Level	1	2	3	4
Surveys		✓	✓	✓	
Questionnaires		✓	✓	✓	✓
Observation			✓	✓	
Interviews with Participants		✓	✓	✓	
Focus Groups		✓	✓	✓	
Tests			✓		
Action Planning				✓	✓
Performance Contracting				✓	✓
Performance Monitoring					✓

### Methods to Isolate Program Effects

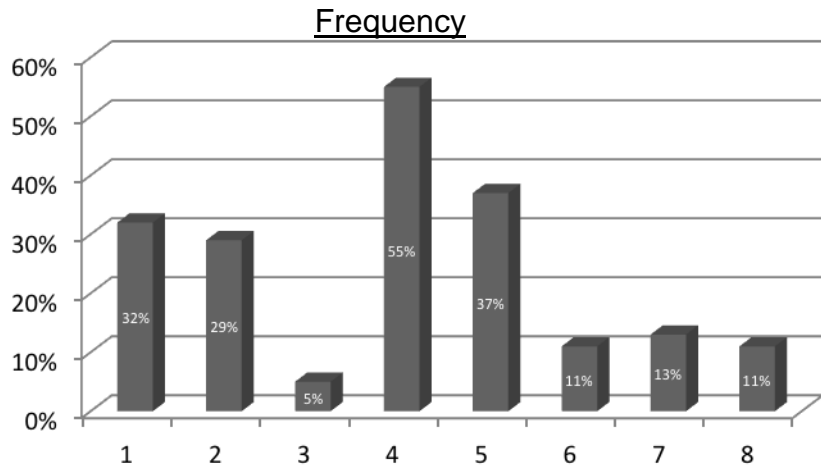
- Use of a control group arrangement
- Trend line analysis of performance data
- Use of forecasting methods of performance data
- Participant's estimate of program impact (percent)
- Supervisor's estimate of program impact (percent)
- Manager's estimate of program impact
- Use of expert/previous studies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

## Isolating the Effects of the Program

### Benchmarking Data

- Method
1. Control Groups
  2. Trend Line Analysis
  3. Forecasting Methods
  4. Participant Estimates
  5. Manager Estimates
  6. Sr. Management Estimates
  7. Expert Input
  8. Customer Input

Survey of Users, N = 235



## Data Are Converted By

- Converting output to contribution – standard value
- Converting the cost of quality – standard value
- Converting employee’s time – standard value
- Using historical costs
- Using internal and external experts
- Using data from external databases
- Linking with other measures
- Using participants’ estimates
- Using supervisors’ and managers’ estimates
- Using staff estimates

## Credibility of Conversion Methods

	Credibility	Resources Needed
Standard values	High	Low
Records / Reports analysis	High	High
Databases	Moderate	Moderate
Expert estimation	Moderate	Low

## Cost Categories

Cost Item	Prorated	Expensed
Needs Assessment	✓	
Design and Development	✓	
Acquisition/Purchase (if applicable)	✓	
Delivery/Implementation		✓
Salaries/Benefits-Facilitator Time		✓
Salaries/Benefits-Coordination Time		✓
Program Materials and Fees		✓
Travel/Lodging/Meals		✓
Facilities		✓
Salaries/Benefits-Participant Time		✓
Operating Expenses		✓
Ongoing Operations Cost (if applicable)		✓
Evaluation		✓
Overhead	✓	

Typical Intangible Benefits

- Adaptability
- Awards
- Brand awareness
- Career minded
- Caring
- Collaboration
- Communication
- Commitment
- Conflicts
- Cooperation
- Corporate social responsibility
- Creativity
- Culture
- Customer complaints
- Customer response time
- Customer satisfaction
- Decisiveness
- Employee complaints
- Engagement
- Execution
- Image
- Innovation
- Job satisfaction
- Leadership
- Networking
- Organizational climate
- Organizational commitment
- Partnering
- Reputation
- Resilience
- Stress
- Talent
- Teamwork

ROI Is Reported In Two Ways

$$\text{Benefit Cost Ratio (BCR)} = \frac{\text{Program Benefits}}{\text{Program Costs}}$$

$$\text{ROI (\%)} = \frac{\text{Net Program Benefits}}{\text{Program Costs}} \times 100$$

**Exercise:**

Benefits = \$500,000

Cost = \$400,000

What is the ROI?

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## Setting the ROI Objective

What's a great ROI? It depends on the objectives

- Set the value as with other investments – e.g. 15%
- Set the value slightly above other investments – e.g. 25%
- Set at breakeven – e.g. 0%
- Set at client expectations – e.g. 30%

## When Properly Implemented, High ROI Values Can Be Achieved With Programs On:

- Leadership Development
- Performance Management
- Management Development
- Sales Training
- Talent Retention
- Flexible Work Systems
- Reward Systems
- Skill Based Pay
- Business Coaching

100% to 700% ROI is not uncommon.

## ROI Methodology: The Payoff

- 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
- Earn a “seat at the table”

### Exercise:

What are your payoff opportunities?

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## **ROI is Credible**

- Common categories of data
- Systematic, step-by-step process
- Conservative standards
- Results-based approach
- High level of use
- Client focused
- Satisfies all stakeholders

## **ROI is Feasible**

- Not very expensive
- Many shortcut methods
- Time requirement can be managed
- Fits all types of programs
- Technology helps with costs/time
- Implementation is planned/systematic

## **Have No Fear**

- ROI is a process improvement tool – designed to improve projects and programs
- ROI is not designed for performance review for individuals
- Every study reveals opportunities for changes
- Negative results represent the best opportunity to learn
- Negative results have a positive story
- Don't wait for a sponsor to ask for Impact and ROI

## **Implementation Strategies**

- Brief, train, educate
- Involve the staff – early and often
- Emphasize process improvement
- Explain why – routinely
- Build it into programs – not add it on
- Provide resources
- Use the results appropriately
- Celebrate and recognize



## ROI Myths

- ROI is too complex for most users
- ROI is too expensive, consuming too many critical resources
- If senior management does not require ROI, there is no need to pursue it
- ROI is a passing fad
- ROI is too subjective
- ROI is for post analysis only

## What happens if we do nothing?

- Budget?
- Influence?
- Image
- Support?
- Other Issues?

## ROI Reality

- Impact/ROI information is desired by clients/ executives
- The impact/ROI process provides a balanced, credible approach with six types of data
- All types of organizations are routinely using impact/ROI
- The impact/ROI process can be implemented without draining resources
- The impact/ROI process is a long-term goal for many organizations.

Notes:

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## ROI Quiz

True or False? Please choose the answer you feel is most correct.

- |  | T                        | F                        |
|--|--------------------------|--------------------------|
| 1. The ROI Methodology generates just one data item, expressed as a percentage.  | <input type="checkbox"/> | <input type="checkbox"/> |
| 2. A program with monetary benefits of \$200,000 and costs of \$100,000 translates into a 200% ROI.  | <input type="checkbox"/> | <input type="checkbox"/> |
| 3. The ROI Methodology is a tool to improve process and projects, learning/development process.  | <input type="checkbox"/> | <input type="checkbox"/> |
| 4. After reviewing a detailed ROI impact study, senior executives will usually require ROI studies on all programs.                                  | <input type="checkbox"/> | <input type="checkbox"/> |
| 5. ROI studies should be conducted very selectively, usually involving 5-10% of programs.  | <input type="checkbox"/> | <input type="checkbox"/> |
| 6. While it may be a rough estimate, it is always possible to isolate the effects of a program on impact data  | <input type="checkbox"/> | <input type="checkbox"/> |
| 7. A program costing \$100 per participant, designed to teach basic skills with job related software, is an ideal program for an ROI impact study.   | <input type="checkbox"/> | <input type="checkbox"/> |
| 8. Data can always be converted to monetary value, credibly.   | <input type="checkbox"/> | <input type="checkbox"/> |
| 9. The ROI Methodology contains too many complicated formulas.   | <input type="checkbox"/> | <input type="checkbox"/> |
| 10. The ROI Methodology can be implemented for about 3-5% of my budget.  | <input type="checkbox"/> | <input type="checkbox"/> |
| 11. ROI is not future oriented; it only reflects past performance.   | <input type="checkbox"/> | <input type="checkbox"/> |
| 12. ROI is not possible for soft skills programs.  | <input type="checkbox"/> | <input type="checkbox"/> |
| 13. If an ROI impact study, conducted on an existing program, shows a negative ROI, the client is usually already aware of the program's weaknesses. | <input type="checkbox"/> | <input type="checkbox"/> |
| 14. The best time to consider an ROI evaluation is three months after the program is completed.  | <input type="checkbox"/> | <input type="checkbox"/> |
| 15. In the early stages of implementation, the ROI Methodology is a process improvement tool and not performance evaluation for the team.            | <input type="checkbox"/> | <input type="checkbox"/> |
| 16. If senior executives are not asking for ROI, there is no need to pursue the ROI Methodology.   | <input type="checkbox"/> | <input type="checkbox"/> |

## So, how did you do?

Now that the answers to the quiz have been explained, see how you fared. Tally your scores. Based on the interpretations below, what is your ROI acumen?

No. of Correct  
Responses

Interpretation

14-16

You could be an ROI consultant

10-13

You could be a speaker at the next ROI Conference

7-9

You need a copy of a thick ROI book

4-6

You need to attend a two-day ROI workshop

1-3

You need to attend the ROI certification

## Additional Resources

To continue to build your expertise in ROI, additional resources may be desired. Here is a list of most of the recent books on the ROI Methodology.

Victor V. Buzachero, Jack Phillips, Patricia Pulliam Phillips, Zack L. Phillips: *Measuring ROI in Healthcare*, New York: McGraw-Hill. 2013

Jack Phillips, Patricia Pulliam Phillips, Lizette Zuniga. *Measuring the Success of Organizational Development*, Alexandria: ASTD 2013

Jack J. Phillips, Patricia Pulliam Phillips, Rachel Robinson: *Measuring the Success of Sales Training: A step-by-step Guide for Measuring Impact and Calculating ROI*. Alexandria, 2013

Bruce Aaron, Jack J. Phillips, Patricia Pulliam Phillips. *Survey Basics*: Alexandria: ASTD 2013

Jack Phillips and Patricia Pulliam Phillips. *The Consultant's Scorecard: Tracking ROI and Bottom-Line Impact of Consulting Projects*, 2<sup>nd</sup> Edition. New York: McGraw-Hill. 2011.

Patricia Pulliam Phillips. *The Bottomline on ROI*. 2<sup>nd</sup> Edition, King of Prussia: HRDQ Press, 2012.

Jack J. Phillips and Patricia Pulliam Phillips. *Proving The Value of HR: How and Why to Measure ROI*, 2<sup>nd</sup> edition, Alexandria: SHRM, 2012.

Patricia Pulliam Phillips, Jack J. Phillips, Lisa Ann Edwards. *Measuring the Success of Coaching: A Step-by-Step Guide for Measuring Impact and Calculating ROI*. Alexandria: ASTD and ROI Institute, Inc. 2012.

Jack J. Phillips, Patricia Pulliam Phillips, Rebecca L. Ray. *Measuring Leadership Development: Quantify Your Program's Impact and ROI on Organizational Performance*. New York: McGraw Hill. 2012.

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Patricia Pulliam Phillips. *ASTD Handbook of Measuring and Evaluating Training*, ASTD Press, 2010.

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Jack J. Phillips and Patricia Pulliam Phillips. *Measuring for Success: What CEOs Really Think About Learning Investments*. Alexandria: ASTD, 2010.

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Jack J. Phillips and Patricia Pulliam Phillips. *The Consultant's Guide to Results-Driven Business Proposals*, New York: McGraw-Hill, 2010.

Jack J. Phillips and Lisa Edwards. *Managing Talent Retention: An ROI Approach*, San Francisco: Pfeiffer, 2009.

Jack J. Phillips and Patricia Pulliam Phillips. *Beyond Learning Objectives: Develop Measurable Objectives That Link To The Bottom Line*, Alexandria: ASTD, 2008.

Patricia Pulliam Phillips and Jack J. Phillips. *The Measurement and Evaluation Series. ROI Fundamentals: Why and When to Measure Return on Investment; Data Collection: Planning For and Collecting All Types of Data; Isolation of Results: Defining the Impact of the Program; Data Conversion: Calculating the Monetary Benefits, Costs and ROI: Evaluating at the Ultimate Level; Communication and Implementation: Sustaining the Practice*, San Francisco: Pfeiffer, 2008.

Patricia Pulliam Phillips and Jack J. Phillips. *ROI In Action Casebook*, San Francisco: Pfeiffer, 2008.

Jack J. Phillips and Patricia Pulliam Phillips. *The Value of Learning: How Organizations Capture Value and ROI and Translate It into Support, Improvement, and Funds*, San Francisco: Pfeiffer, 2007.

Jack J. Phillips. *Show Me the Money: How to Determine ROI in People, Projects and Programs*, Berrett-Koehler, San Francisco, CA, 2007.

Patricia Pulliam Phillips, Jack J. Phillips, Ron Drew Stone, and Holly Burkett. *The ROI Field Book: Strategies for Implementing ROI in HR and Training*, Burlington: Elsevier, 2007.

Jack J. Phillips. *Investing in Your Company's Human Capital: Strategies to Avoid Spending Too Little or Too Much*, New York: AMACOM, 2005.

Patricia Pulliam Phillips and Jack J. Phillips. *Return on Investment (ROI) Basics: A Complete, How-to Guide to Help You: Understand and Apply Basic Principles and Practices; Select Appropriate Programs To Measure; Communicate Results and Sustain Momentum*, Alexandria: ASTD, 2005.

Jack J. Phillips and Patricia Pulliam Phillips. *ROI at Work: Best-Practice Case Studies from the Real World*, Alexandria: ASTD, 2005.

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Jack J. Phillips. *Return on Investment in Training and Performance Improvement Programs*, 2nd Edition, Woburn, MA: Butterworth-Heinemann, 2003.

Patricia Pulliam Phillips, Editor; Jack J. Phillips, Series Editor. *In Action: Measuring Intellectual Capital*, Alexandria: ASTD, 2002.

## Jack J. Phillips, Ph.D.

Dr. Jack J. Phillips is a world-renowned expert on accountability, measurement, and evaluation. Phillips provides consulting services for Fortune 500 companies and major global organizations. The author or editor of more than fifty books, he conducts workshops and presents at conferences throughout the world.

Phillips has received several awards for his books and work. On three occasions, Meeting News named him one of the 25 Most Powerful People in the Meetings and Events Industry, based on his work on ROI. The Society for Human Resource Management presented him an award for one of his books and honored a Phillips ROI study with its highest award for creativity. The American Society for Training and Development gave him its highest award, Distinguished Contribution to Workplace Learning and Development for his work on ROI. His work has been featured in the *Wall Street Journal*, *BusinessWeek*, and *Fortune* magazine. He has been interviewed by several television programs, including CNN. Phillips served as President of the International Society for Performance Improvement, 2012-2013.

His expertise in measurement and evaluation is based on more than 27 years of corporate experience in the aerospace, textile, metals, construction materials, and banking industries. Dr. Phillips has served as training and development manager at two Fortune 500 firms, as senior human resource officer at two firms, as president of a regional bank, and as management professor at a major state university.

This background led Dr. Phillips to develop the ROI Methodology—a revolutionary process that provides bottom-line figures and accountability for all types of learning, performance improvement, human resource, technology, and public policy programs.

Dr. Phillips regularly consults with clients in manufacturing, service, and government organizations in 44 countries in North and South America, Europe, Africa, Australia, and Asia.

Phillips and his wife, Dr. Patti P. Phillips, have recently published books such as *10 Steps to Successful Business Alignment* (ASTD Press, 2011); *Measuring the Success of Coaching* (ASTD Press, 2012); *Measuring Leadership Development: Quantify your Program's Impact and ROI on Organizational Performance* (McGraw-Hill, 2012); *The Green Scorecard: Measuring the Return on Investment in Sustainability Initiatives* (Nicholas Brealey, 2011); and *Project Management ROI* (John Wiley, 2011). They also recently served as authors and series editors for the *Measurement and Evaluation Series* published by Pfeiffer (2008), which includes a six-book series on the ROI Methodology and a companion book of 14 best-practice case studies. Other books recently authored by Phillips include *ROI for Technology Projects: Measuring and Delivering Value* (Butterworth-Heinemann, 2008); *Return on Investment in Meetings and Events: Tools and Techniques to Measure the Success of all Types of Meetings and Events* (Butterworth-Heinemann, 2008); *Show Me the Money: How to Determine ROI in People, Projects, and Programs* (Berrett-Koehler, 2007); *The Value of Learning* (Pfeiffer, 2007); *How to Build a Successful Consulting Practice* (McGraw-Hill, 2006); *Investing in Your Company's Human Capital: Strategies to Avoid Spending Too Much or Too Little* (Amacom, 2005); *Proving the Value of HR: How and Why to Measure ROI* (SHRM, 2005); *The Leadership Scorecard* (Elsevier Butterworth-Heinemann, 2004); *Managing Employee Retention* (Elsevier Butterworth-Heinemann, 2003); *Return on Investment in Training and Performance Improvement Programs*, 2nd ed. (Elsevier Butterworth-Heinemann, 2003); *The Project Management Scorecard*, (Elsevier Butterworth-Heinemann, 2002); *How to Measure Training Results* (McGraw-Hill, 2002); *The Human Resources Scorecard: Measuring the Return on Investment* (Elsevier Butterworth-Heinemann, 2001); *The Consultant's Scorecard* (McGraw-Hill, 2000); and *Performance Analysis and Consulting* (ASTD, 2000). Phillips served as series editor for ASTD's *In Action* casebook series, an ambitious publishing project featuring 30 titles. He currently serves as series editor for Elsevier Butterworth-Heinemann's *Improving Human Performance* series.

Dr. Phillips has undergraduate degrees in electrical engineering, physics, and mathematics; a master's degree in Decision Sciences from Georgia State University; and a Ph.D. in Human Resource Management from the University of Alabama. He has served on the boards of several private businesses—including two NASDAQ companies—and several nonprofits and associations, including the American Society for Training and Development and the National Management Association. He is chairman of the ROI Institute, Inc., and can be reached at (205) 678-8101, or by e-mail at [jack@roiinstitute.net](mailto:jack@roiinstitute.net).

## **Patti P. Phillips, Ph.D.**

Patti P. Phillips is president and CEO of the ROI Institute, Inc., the leading source of ROI competency building, implementation support, networking, and research. A renowned expert in measurement and evaluation, she helps organizations implement the ROI Methodology in countries around the world, including South Africa, Australia, Chile, Brazil, Romania, Ireland, Canada, and the United States.

Since 1997, following a 13-year career in the electric utility industry, Phillips has embraced the ROI Methodology by committing herself to ongoing research and practice. To this end, she has implemented ROI in private sector and public sector organizations. She has conducted ROI impact studies on programs such as leadership development, sales, new-hire orientation, human performance improvement, K-12 educator development, and educators' National Board Certification mentoring. Her current work includes research and application of the ROI Methodology in workforce development, community development, and social sector programs.

Phillips teaches others to implement the ROI Methodology through the ROI Certification process, as a facilitator for ASTD's ROI and Measuring and Evaluating Learning Workshops, and as adjunct professor for graduate-level evaluation courses. She serves on numerous doctoral dissertation committees, assisting students as they develop their own research on measurement, evaluation, and ROI.

Phillips speaks on the topic of ROI and accountability at conferences and symposia in countries around the world. She is often heard over the Internet as she presents the ROI Methodology to a wide variety of audiences via webcasts.

Phillips's academic accomplishments include a Ph.D. in International Development and a master's degree in Public and Private Management. She is a certified in ROI evaluation and has been awarded the designations of Certified Professional in Learning and Performance and Certified Performance Technologist. She contributes to a variety of journals and has authored a number of books on the subject of accountability and ROI, including *Measuring the Success of Coaching* (ASTD, 2012); *10 Steps to Successful Business Alignment* (ASTD, 2012); *The Bottomline on ROI 2nd Edition* (HRDQ, 2012); *Measuring Leadership Development: Quantify your Program's Impact and ROI on Organizational Performance* (McGraw-Hill, 2012); *Measuring ROI in Learning and Development: Case Studies from Global Organizations* (ASTD, 2011); *The Green Scorecard: Measuring the ROI in Sustainability Initiatives* (Nicholas Brealey, 2011); *Return on Investment in Meetings and Events: Tools and Techniques to Measure the Success of All Types of Meetings and Events* (Elsevier, 2008); *Show Me the Money: How to Determine ROI in People, Projects, and Programs* (Berrett-Koehler, 2007); *The Value of Learning* (Pfeiffer, 2007); *Return on Investment Basics* (ASTD, 2005); *Proving the Value of HR: How and Why to Measure ROI* (SHRM, 2005); *Make Training Evaluation Work* (ASTD, 2004); *The Bottom Line on ROI* (Center for Effective Performance, 2002), which won the 2003 ISPI Award of Excellence; *ROI at Work* (ASTD, 2005); the ASTD In Action casebooks *Measuring ROI in the Public Sector* (2002), *Retaining Your Best Employees* (2002), and *Measuring Return on Investment Vol. III* (2001); the ASTD Infoline series, including *Planning and Using Evaluation Data* (2003), *Managing Evaluation Shortcuts* (2001), and *Mastering ROI* (1998); and *The Human Resources Scorecard: Measuring Return on Investment* (Butterworth-Heinemann, 2001). Patti Phillips can be reached at [patti@roiinstitute.net](mailto:patti@roiinstitute.net).