What is Your Return on Investment?

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Session Objectives

• By the end of today’s session, you should be able to:
  – Understand the difference between ROI and ROE
  – Explain why starting with the end in mind is the key to successful initiatives (training or otherwise)
  – Create a plan to maximize the results achieved from your initiatives
Pop Quiz!

What are the 4 Levels of Kirkpatrick® evaluation?

1. Reaction, Transfer, Knowledge, Impact
2. Reaction, Knowledge, Behavior, Results
3. Response, Learning, Transfer, Impact
4. Reaction, Learning, Behavior, Results
Pop Quiz!

What are the 4 Levels of Kirkpatrick® evaluation?

1. Reaction, Transfer, Knowledge, Impact
2. Reaction, Knowledge, Behavior, Results
3. Response, Learning, Transfer, Impact
4. **Reaction, Learning, Behavior, Results**
Level 1: Reaction

• To what degree participants react favorably to the learning event
Level 2: Learning

• To what degree participants acquire the intended knowledge, skills, and attitudes based on their participation in the learning event
Level 3: Behavior

• To what degree participants apply what they learned during training when they are back on the job
Level 4: Results

- To what degree targeted outcomes occur as a result of learning event(s) and subsequent reinforcement
Why Evaluate?

Effective Training to improve the program
Why Evaluate?

Versus Training Effectiveness to maximize program results and demonstrate program value
Key Stakeholders?
ROI vs. ROE
Return on Expectation
Here’s a Hint...
If you don’t know where you’re going, . . . how will you know when you get there?
Return on Expectation

- What will you deliver?
- Will key stakeholders be satisfied?
Performance Support

- Reinforce
- Monitor
- Encourage
- Reward
Reinforcement
Monitor
Reward
Leading Indicators
The Effectiveness Equation

\[ A \times E = R \]
Leading Indicators

• Keep you on track
• Reassure
• Motivate
• Reduce dependency
Examples of Leading Indicators

- Human Resources
- Compliance
- Service
- Sales
- Lending
- Security
Desired Outcomes

- Human Resources
- Compliance
- Service
- Sales
- Lending
- Security
How’d We Do?
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For More Information

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