

MEASURING LEADERSHIP DEVELOPMENT



**Quantify Your
Program's Impact
and ROI on
Organizational
Performance**

**Jack Phillips, Ph.D.
Patricia Pulliam Phillips, Ph.D.
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Measuring Leadership Development Quantify Your Programs Impact And Roi On Organizational Performance

Patricia Pulliam Phillips, Jack J. Phillips



Measuring Leadership Development Quantify Your Programs Impact And Roi On Organizational Performance:

Measuring Leadership Development: Quantify Your Program's Impact and ROI on Organizational Performance

Jack Phillips, 2012 *Measuring Leadership Development: Quantify Your Program's Impact and ROI on Organizational Performance* Rebecca Ray, Jack Phillips, Patti Phillips, 2012-03-30

Prove the financial value of your programs so funders can't say no. Not measuring the impact of leadership development is like dieting without weighing in. This outstanding book offers a very logical and practical approach to measuring the impact of leadership development. Dave Ulrich, Professor, University of Michigan Ross School of Business and partner, The RBL Group. This book explains many of the reasons why current leadership development practices miss the mark. A must read for anyone who wishes to implement a meaningful strategy for developing leaders in their organization. Rajeev Peshawaria, Executive Director and CEO, iClif Leadership and Governance Centre. Leadership development is an area we instinctively know we need in organizations but we struggle with how to link it to results. Patti Jack and Rebecca make measurement a clear and simple process. Whitney Hirsch, Assistant Dean, Center for Executive Education, University of California Berkeley Haas School of Business. Measuring Leadership Development is one of the best business road maps I've seen in quite some time. These three doctors of philosophy offer the right prescription for ailing corporations in today's business climate. I highly recommend it as an essential navigational tool in any corporate handbook. Marshall Goldsmith, million-selling author of the New York Times bestsellers *MOJO* and *What Got You Here Won't Get You There*. In addition to synthesizing and integrating various streams of information into something meaningful and compelling, the authors outline the fundamental questions that anyone who truly cares about making a difference should answer, and they also provide pragmatic approaches and applications to insure high impact. Teresa Roche, Vice President and Chief Learning Officer, Agilent Technologies. About the Book: Leadership development is one of the driving forces behind strong organizational performance. However, when executives look to run their organizations leaner, they view it as a luxury. Now *Measuring Leadership Development* gives talent managers a full toolkit for presenting their leadership development programs in terms of identifiable business benefits, including for the first time, an accurate bottom line for return on investment in the program. Jack and Patti Phillips have set the standard for ROI Methodology, and here with Rebecca Ray, they show you how to measure in real numbers the impact a leadership development program has on an organization. This complete package gives you sought-after advice for developing leaders with a conveniently measurable results-based approach, as well as the tools you need to collect, analyze, and report relevant data. With this one-of-a-kind book, you can get up and running fast to design, deliver, and sustain a periodic ROI evaluation process. Provide executives and stakeholders with the confirmable data they demand in terms they understand. Use your evaluation data to drive improvement in your organization. Effectively value the ROI of a leadership development program using the same standard ratio accountants use for equipment and buildings. Colorful case studies from some of the world's best-known companies illustrate how to establish

best practices and avoid common pitfalls You will turn to this book again and again for its authoritative go to advice and techniques Take the lead in improving your company s performance with Measuring Leadership Development

Measuring the Success of Leadership Development Patricia Pulliam Phillips,Jack J. Phillips,Rebecca Ray,2015-05-22 Evaluate leadership development programs all the way to impact and ROI Globally a record amount is being invested in leadership development more than at any other time in history And that translates into additional accountability for anyone spearheading a new program Measuring the Success of Leadership Development offers a proven methodology that will help you step up to the challenge You ll learn how to begin the leadership development process with the end in mind and show return on investment to key stakeholders Renowned ROI experts Jack and Patti Phillips have joined knowledge organization expert Rebecca Ray to support you every step of the way This essential guide outlines each step of the proven ROI Methodology and explains how to apply it to driving leadership development program performance and evaluating results Case studies show the methodology in action across seven successful leadership development programs If you re leading the charge it s crucial that you create and track metrics for your program s success In this book you will learn how to begin the leadership development process with the end in mind what data to collect to show return on investment to key stakeholders best practices in measurement and evaluation strategies Measuring ROI in Learning and Development Patricia Pulliam Phillips,Jack J. Phillips,2012 Describes how learning and development programs are evaluated including the financial ROI Case studies represent settings and cultures from around the world including India Australia Canada Germany and other countries Case studies are engaging and follow the evaluation process from the decision to evaluate a program to reporting results **Measuring ROI in Learning & Development** Patricia Pulliam Phillips,Jack J. Phillips,2011-12-21 How do you accurately and effectively measure return on investment ROI in training and performance improvement Measuring ROI in Learning presentation of numerous case studies extensive documentation and analysis of best practices and consideration of such important issues as cost data collection and program assessment this title is the most complete resource available for those involved with measuring ROI **Evaluating the Impact of Leadership Development - 2nd Edition** Tracy Patterson,Sarah Stawiski,Kelly Hannum,Heather Champion,Holly Downs,2017-06-13 Driving impact while managing resources are what most organizations strive to balance in their leadership development efforts Evaluation provides a practical framework for gathering and making sense of information to better manage resources while assessing the success of leadership development efforts This second edition of Evaluating the Impact of Leadership Development is a practical guide for human resource professionals consultants managers employees and volunteers who have leadership development or evaluation responsibilities in their organizations and want to enhance their practice and demonstrate the value of their work Measuring the Success of Employee Engagement Patricia Pulliam Phillips,Jack J. Phillips,Rebecca Ray,2016-04-11 Employee engagement impact ROI if you can t connect the three your program s in trouble The number of employees who

sleepwalk through the day or undermine the work of their engaged counterparts is on the rise More and more companies are turning to engagement programs to recoup lost revenue and productivity But these pricey endeavors can lose critical funding when they are designed without business impact in mind In *Measuring the Success of Employee Engagement* renowned experts Jack Phillips and Patti Phillips and knowledge organization expert Rebecca Ray help you make the business case for an employee engagement initiative More important you ll discover what it takes to build a program with the end in mind By following real case studies that show the Phillips s ROI Methodology in action you ll learn how to avoid narrowly focusing your efforts on behavioral outcomes alone *Measuring the Success of Employee Engagement* is an essential resource for all who support employee engagement efforts from the chief learning officer to individual members of employee engagement teams Ensure that your employees drive innovation and increase sales with an engagement program that earns its keep

Handbook of Training Evaluation and Measurement Methods Jack J. Phillips, Patricia Pulliam Phillips, 2016-05-20 Today s economic climate means that anyone involved in training and development must be able to measure its effect on business performance With a focus on costs benefits and return on investment this book provides a comprehensive reference for those who are learning about or implementing an evaluation system This new edition is fully revised and updated to reflect current developments with step by step guidance on a range of vital topics including Developing a results based approach to HRD Evaluation design Data collection and measuring success Calculating program costs and ROI Increasing management support for HRD programs With end of chapter discussion questions and an accompanying online Instructor Guide this fourth edition provides sound theory and practical solutions The *Handbook of Training Evaluation and Measurement Methods* is a complete and detailed reference guide suitable for HRD professionals and students in advanced courses in HRD training evaluation and program evaluation

10 Steps to Successful Business Alignment Jack J. Phillips, Patricia Pulliam Phillips, 2012-03-21 Defining business alignment as the process of ensuring that a new project program or process is connected directly to business impact measures usually expressed in terms such as output quality cost or time *10 Steps to Successful Business Alignment* offers concrete input detailed suggestions and pragmatic know how on how to plan for implement and maintain effective alignment for projects of nearly every size and scope Written by a pair of renowned experts in the field of business measurement and evaluation *10 Steps to Successful Business Alignment* shows how to connect projects to business measures and how to maintain alignment with those measures throughout a project s entire life cycle This book covers the full spectrum of issues related to alignment including planning the alignment with clients determining payoff business performance and preference needs addressing high level objectives measuring impact reporting the results of the alignment and more In providing both a conceptual framework as well as nuts and bolts information on how to achieve meaningful effective alignment some of the topics on which this volume drills down into useful specifics include how and when to discuss alignment with clients which projects are and which projects aren t appropriate for applying

alignment the proper ways to clarify and manage expectations of the alignment process best practices for addressing the needs of a project and the related alignment program a discussion of the factors that contribute to the success of alignment how to achieve buy in on alignment from stakeholders in a project a detailed highly objective review of how to measure the impact of alignment why isolating the impact of alignment process is crucial the most effective ways to report and communicate your results Truly a comprehensive resource on alignment 10 Steps to Successful Business Alignment delivers practical insight on every step of the alignment process and is essential reading for every professional involved in creating maintaining and verifying alignment Real World Training Evaluation Patricia Pulliam Phillips, Jack J. Phillips, 2015-12-01 Is your program ready for the real world Real world evaluation is a balance between art science accuracy and cost To set your program up for success you need to start the measurement and evaluation journey with a clear destination in mind In Real World Training Evaluation Patricia and Jack Phillips hone in on ROI in learning and development and outline a clear pathway to seamless and credible evaluation Learn to avoid real world barriers that commonly get in the way of talent development initiatives Earn the respect of senior management by showing bottom line impact including the ROI And start describing program successes in quantitative qualitative financial and non financial terms to win over crucial stakeholders By demonstrating program results you can help your organization link its human capital investment to operational excellence and sustainability Real World Training Evaluation offers the directions and tools to get you there **Professional Journal of the United States Army**, 2013 ROI Basics, 2nd Edition Patricia Pulliam Phillips, Jack J. Phillips, 2019-10-29 Your essential guide to calculating return on investment Build and refine your measurement and evaluation skills through ROI Basics perfect for beginners challenged to implement a comprehensive evaluation process as well as those taking a proactive approach to accountability Its five level evaluation framework includes Level 1 Reaction and Planned Action Level 2 Learning Level 3 Application and Implementation Level 4 Impact Level 5 Return on Investment ROI Basics provides a baseline exploration of ROI for the talent development function and the steps to successful evaluation evaluation planning data collection data analysis and results optimization In this second edition experts Patti and Jack Phillips go deeper into aligning programs to the business detecting payoff needs and identifying specific business measures that need to improve They explore how the process applies beyond training to talent development and suggest how new technologies can influence ROI adoption and implementation in your organization This updated book offers a review of two essential and often overlooked steps in the ROI process isolating program impact and sustaining momentum **The Leadership Capital Index** Dave Ulrich, 2015-10-19 This book provides a leadership capital index a thorough way of assessing how the quality of a company's leadership impacts its value e g like a Moody's index for leadership It offers an alternative to the instinctive and subjective approaches people have been forced to take in the past **Measuring the Success of Sales Training** Patricia Pulliam Phillips, Jack J. Phillips, Rachel Robinson, 2013 From renowned ROI experts Jack and Patricia Phillips this latest collection

outlines how to measure the return on investment ROI of sales training programs and provides real life case studies that demonstrate how to apply the principles of the ROI Methodology when evaluating these programs **Military Review**,2013 Survey Basics Patricia Pulliam Phillips,Jack J. Phillips,Bruce Aaron,2013-05-14 Learning and development professionals have embraced the concept of measurement evaluation and ROI They know the importance of collecting valid reliable data but many want to build greater skills in asking the right measurement questions the right way Experts in their field Jack and Patricia Phillips have written a new book on measurement with Bruce Aaron Survey Basics A Guide to Developing Surveys and Questionnaires A must read if you need to develop effective valid and reliable surveys Designed to be a quick concise crash course on survey development Design the instrument so that people find it easy to respond to Ensure positive response rates Watch for types of errors that can creep into survey results This book is a tool to help the L D professional design and administer surveys and questionnaires It describes the purpose of surveys and questionnaires types of error that can creep into survey results and considerations when developing specific survey questions In addition it offers advice to ensure positive response rates and how to design the instrument so that people find it easy to respond The book includes content on validity and reliability data analysis and includes a chapter describing approaches to displaying data and reporting results **The ROI Framework: Measuring the Impact of Your Investments** Ajah Excel,2025-01-24 In a world where every dollar spent must count the ability to measure and maximize return on investment ROI is critical to business success The ROI Framework Measuring the Impact of Your Investments is a comprehensive guide to understanding tracking and optimizing the financial and strategic value of your decisions This book demystifies ROI breaking it down into actionable steps that empower leaders managers and decision makers to assess the effectiveness of their investments whether in people technology marketing or infrastructure With a focus on practical application you ll learn how to align your resources with measurable outcomes that drive growth and profitability What you ll discover The fundamentals of calculating ROI across different business functions Proven methods for setting measurable goals and defining success Tools and techniques for collecting and analyzing data effectively Strategies to balance short term gains with long term value creation Real world case studies showcasing successful ROI measurement and improvement The ROI Framework doesn t just help you calculate numbers it helps you tell the story behind them By building a robust framework for evaluating impact you ll gain the confidence to make smarter more informed decisions that propel your business forward Stop guessing about what works and start proving it With The ROI Framework you ll turn investments into measurable success stories *Six Figure Management Method* Patrick M Georges,Josephine Hus,2013-06-03 Measuring performance and improving profitability are essential for successful business growth However authors Patrick M Georges who created the widely used Management Cockpit system and Josephine Hus demonstrate clearly that standard key performance indicators can be overly complex and therefore ineffective in managing productivity In *Six Figure Management Method* Georges and Hus show that if you measure

and improve just six well selected KPIs each of them simple to understand and easy to calculate the profitability of your unit or business will soar Based around these six measures of performance this practical handbook for managers presents a streamlined straightforward framework for managing your activities effectively on a day to day basis while remaining directed towards achieving long term strategy and goals Growing sales managing customers managing productivity and profitability motivating personnel project management and overall organization design are consistent business challenges This guide cuts through the noise with easy to apply down to earth tips and a new perspective that managers will find useful as they pursue enduring business growth Based on survey results from interviews with hundreds of executives from around the world Six Figure Management Method provides the information executives entrepreneurs and business people of all types need to systematically deliver long term success *Handbook of Research on Transdisciplinary Knowledge Generation* Wang, Victor X.,2019-04-19 Traditional methods of viewing the world through the scientific method or instrumental knowledge do not adequately serve the needs of theory research and practice within an increasingly complex world Through transdisciplinary theory the focus is on a new form of learning and problem solving involving cooperation among different parts of society to meet the complex challenges of society The Handbook of Research on Transdisciplinary Knowledge Generation is a critical scholarly resource that examines mutual learning across disciplinary lines as a strategy by which to understand the world and apply practical knowledge Featuring a wide array of topics such as linguistic diversity medical education and social constructivism this book is essential for educational professionals researchers students administrators and academicians Bringing Leadership to Life in Health: LEADS in a Caring Environment Graham Dickson,Bill Tholl,2020-03-06 This edited volume featuring five new chapters from invited authors provides an updated and evidence based explanation of leadership within a healthcare environment The book discusses new insights garnered from recent research into the importance of leadership in health system redesign and highlights the practice of shared or distributed health care leadership New chapters covering LEADS in a national regional Indigenous health profession and people centred care context provide new insights into how LEADS is being put to work to transform health systems The LEADS framework has been refreshed in relation to each of its different elements and tools with an emphasis on providing real life examples of how LEADS has been put to work LEADS is also explained as a change leadership model and in relation to how it helps to level the playing field in terms of gender and diversity in health leadership The book aims to inform the leadership needs of health reform and its emergent system wide challenges The content is relevant to health care administrators and professionals working within the public service academic institutions and health care delivery organisations

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