

How to measure the impact of what you do

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Session plan

- Its not what you do, it's the way that you do it
- Stoney ground or fertile soil
- Mind shift change and techniques
- Challenging the status quo
- Wolseley results and ROI
- Cultural change
- Learning to date



Insights, Wolseley and Odissy

- Partnership
- Roles
- Impact



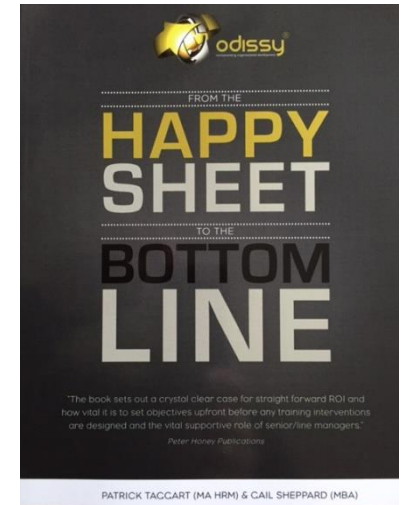
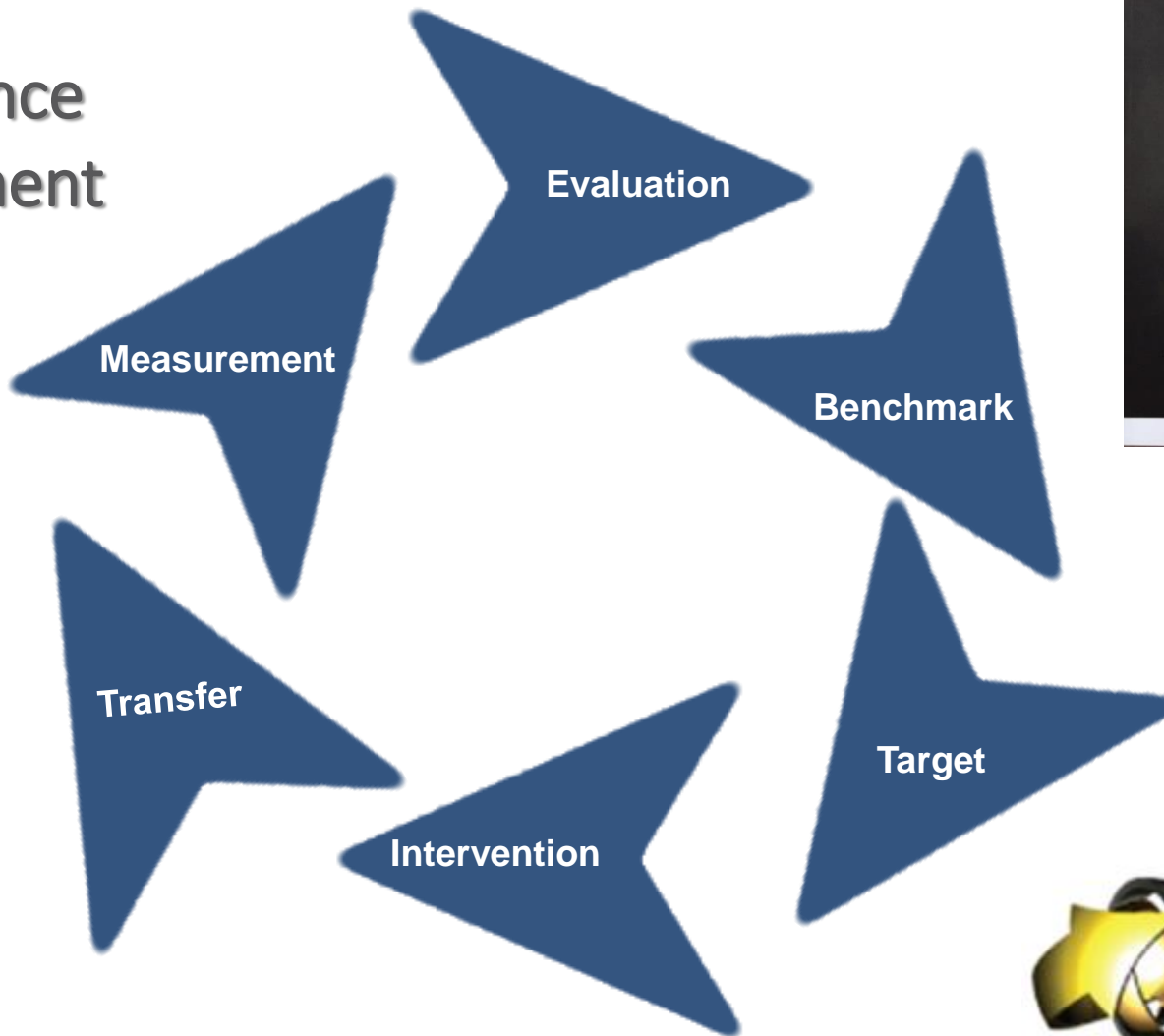
Jack Phillips Model

Needs assessment	Programme objectives	Evaluation
Potential £££ pay off	ROI claims	ROI results
Business needs	Impact aims	Impact
Job needs	Application aims	Application
Knowledge needs	Learning	Learning
Expected feedback	Reaction	Reaction



GOLD Forerunner

The
Performance
Improvement
Cycle[©]



Stoney ground to fertile soil



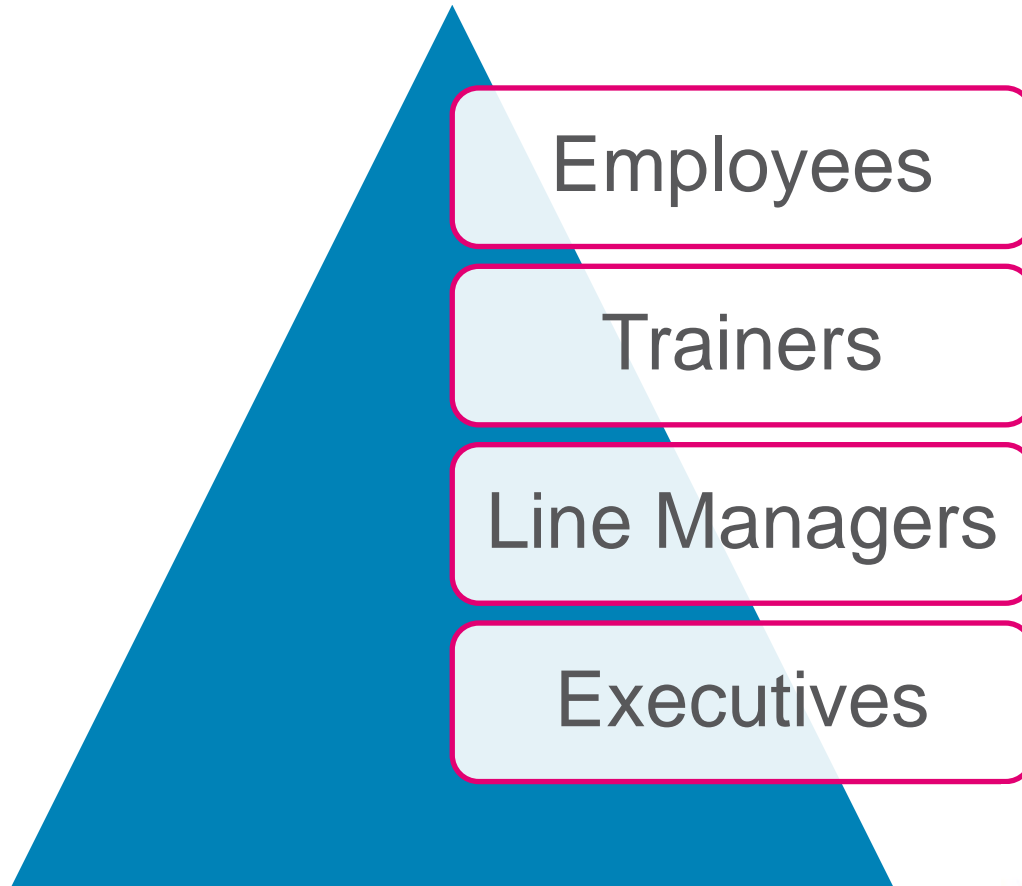
Stoney ground



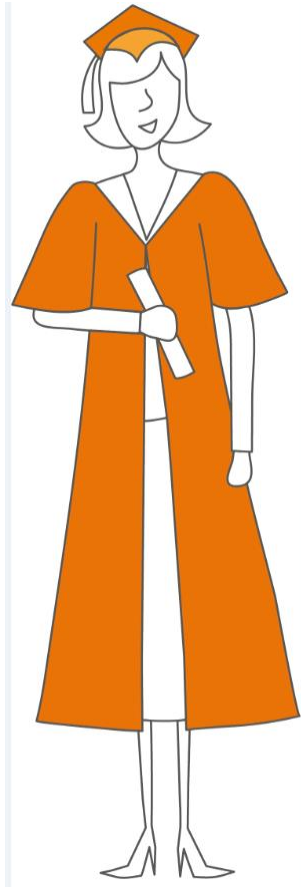
Fertile soil



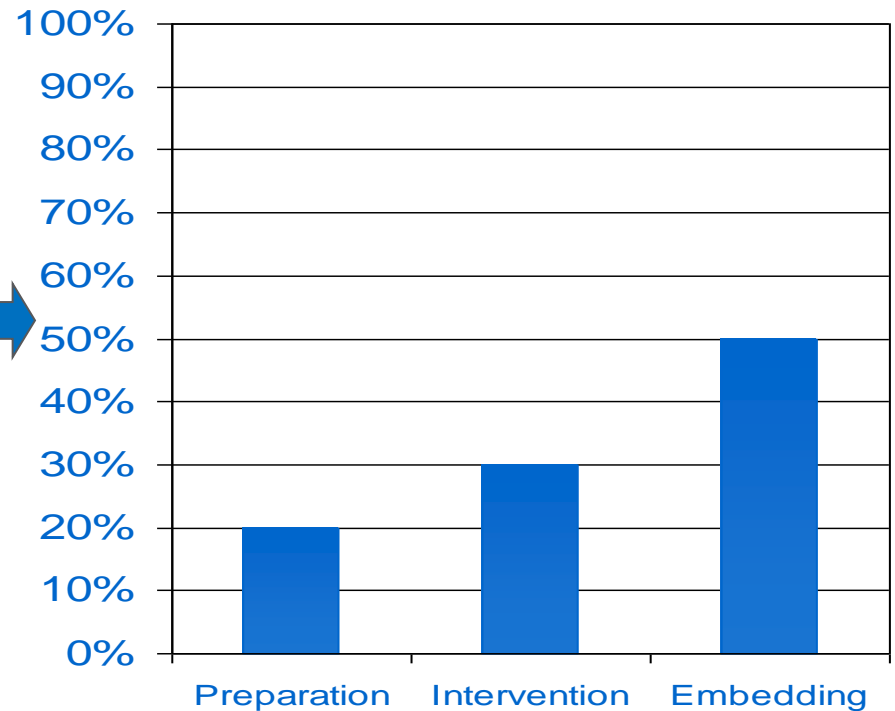
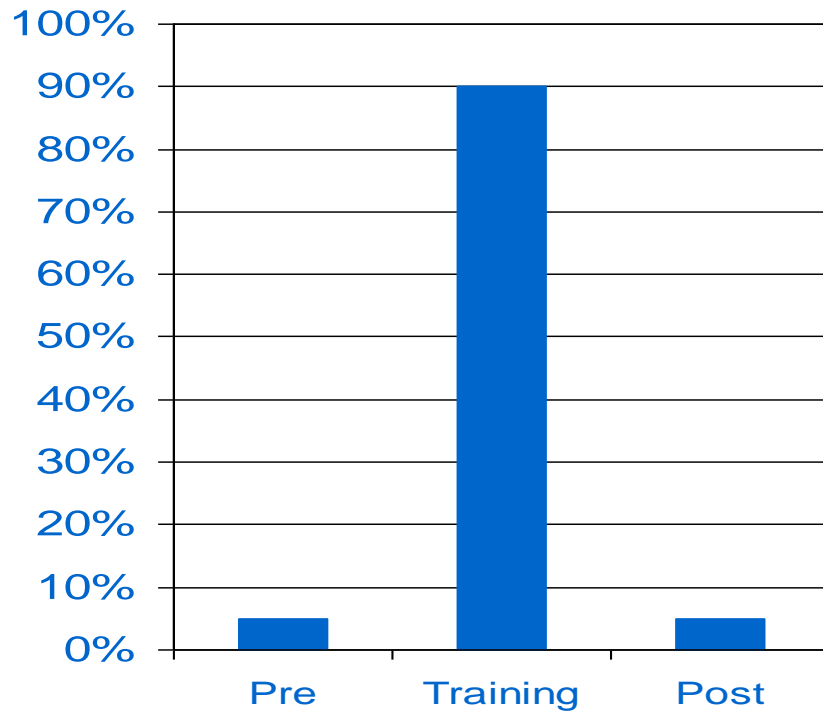
Stakeholder engagement



An Induction message



Peripheral Vs Cornerstone

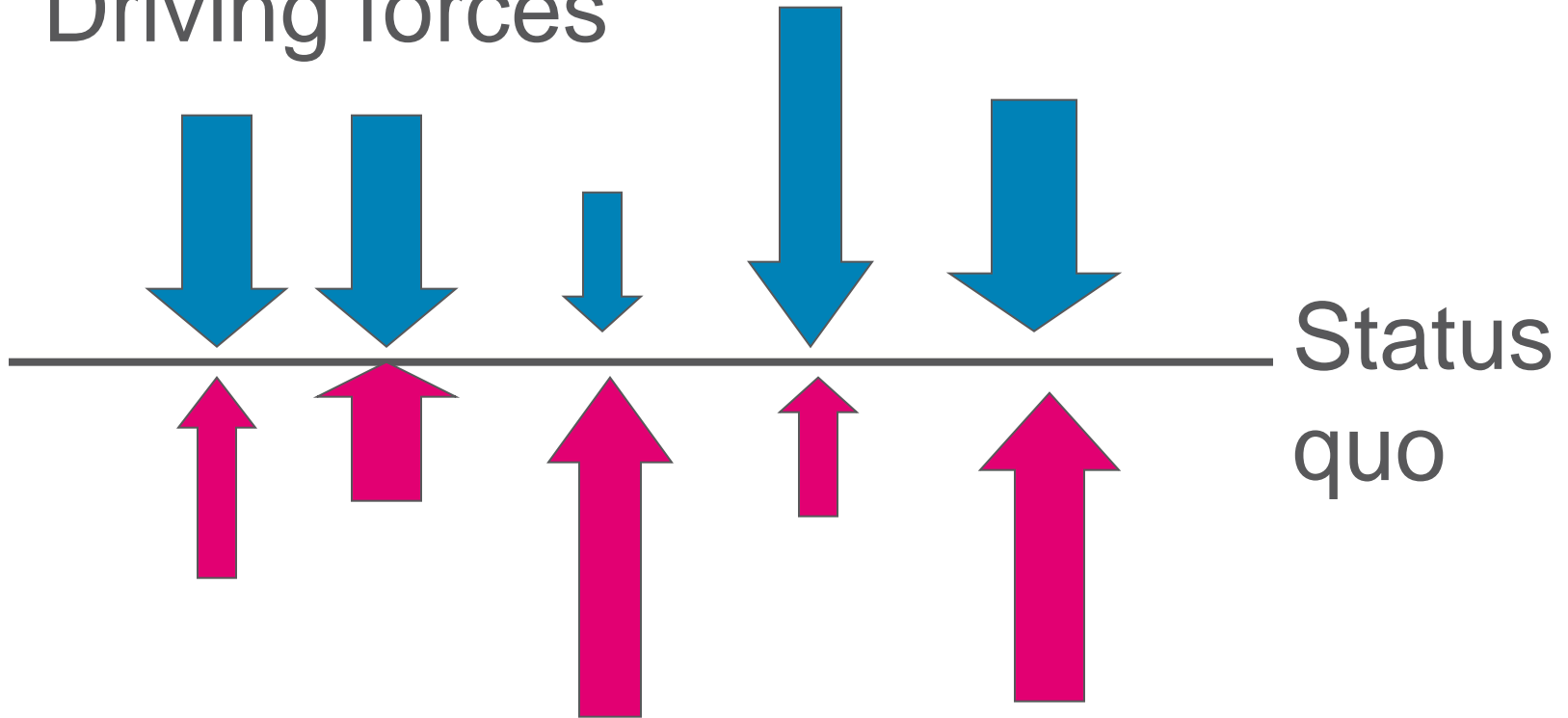


The trainer fights back



Tackling the L&D environment

Driving forces



Status
quo

Resisting forces



Where Does ROI come from?

- Employees doing something after an intervention
- Reducing costs
- Increasing revenue
- Relationship with Finance and or quality functions?



ROI metrics

- Cost of complaints – Royal Mail
- Cost of meetings – Rank Group
- Value of increased sales - AstraZeneca
- Cost of SLA's – Monmouthshire Housing
- Template used at consultancy meeting
- Talk to finance



Wolseley reaction

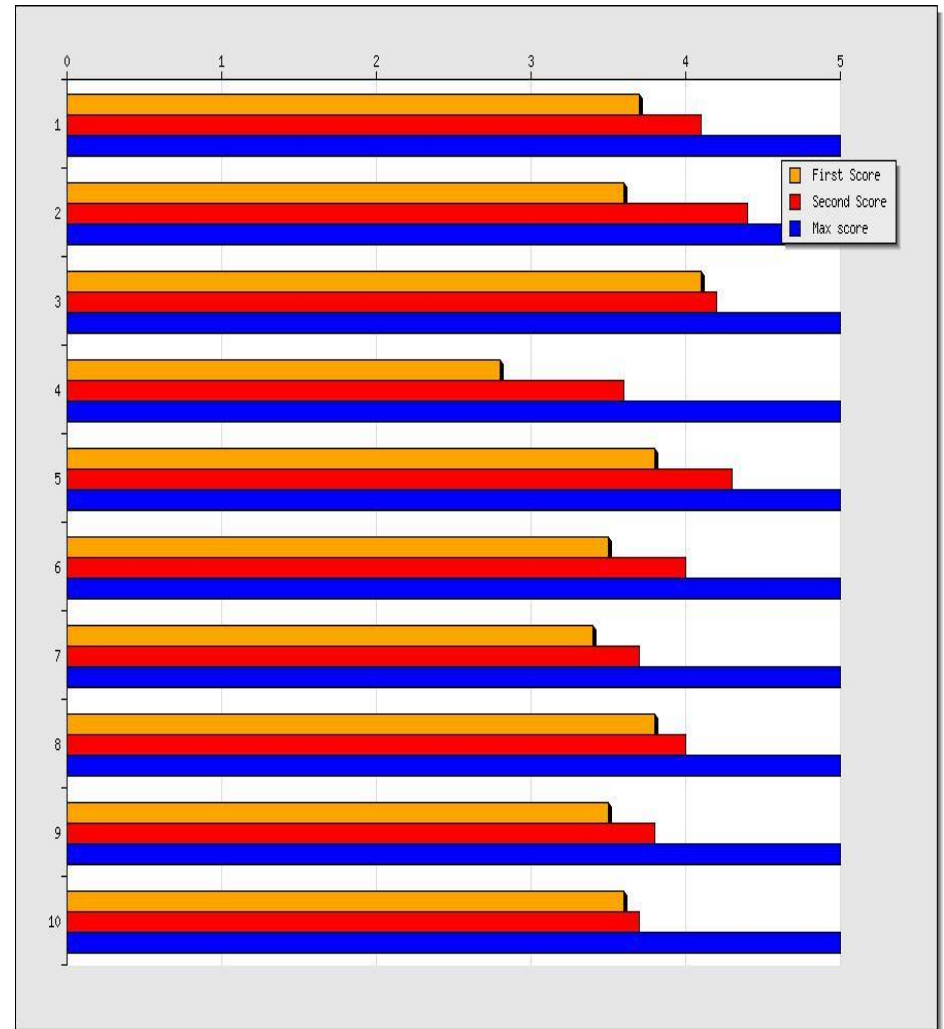
Key: 1 = poor 5 = Excellent

HOW VALUABLE WAS THE WORKSHOP FOR YOUR CURRENT ROLE?	3.85
WERE YOU HAPPY WITH THE CONTENT?	3.69
HOW MUCH DID YOU ENJOY THE WORKSHOP?	3.77
HOW DID YOU RATE THE TRAINERS?	3.85
WILL YOU BE ABLE TO USE THE LEARNING IN YOUR OWN WORKPLACE?	3.62



Wolseley learning

1. I am proactive in applying new learning in the workplace
2. I feel confident in my leadership abilities
3. I live the RESPECT values in carrying out my role
4. I collect feedback on my style from my colleagues
5. I am able to identify other people's strengths and weaknesses
6. I have a high level of emotional intelligence
7. I adapt my style well to get the best out of others
8. I praise others frequently for their work
9. I am aware of my development needs
10. I feel confident I can address my development needs



Wolseley outcomes

- The improved customer service and chasing dormant customers has proved successful and has led to approximately £5,000 per month increase in revenue. This could lead to an annual revenue increase of £60,000.
- This has led to our NPS score increasing by 2%. Overall savings generated of £2,500 per month and revenue increased by £1,000 per month giving a total saving of approx. £30,000 over year and revenue increase of approx. £12,000 over year.
- Improved customer service has led to circa £2000 per month increase in sales and earned us the Branch of the Year Award. Over the year this could be a revenue increase of approximately £20,000.
- Overall the team are working more efficiently and we have seen an increase in gross profit margin of 2% which will add at least £50000 to our profit target.

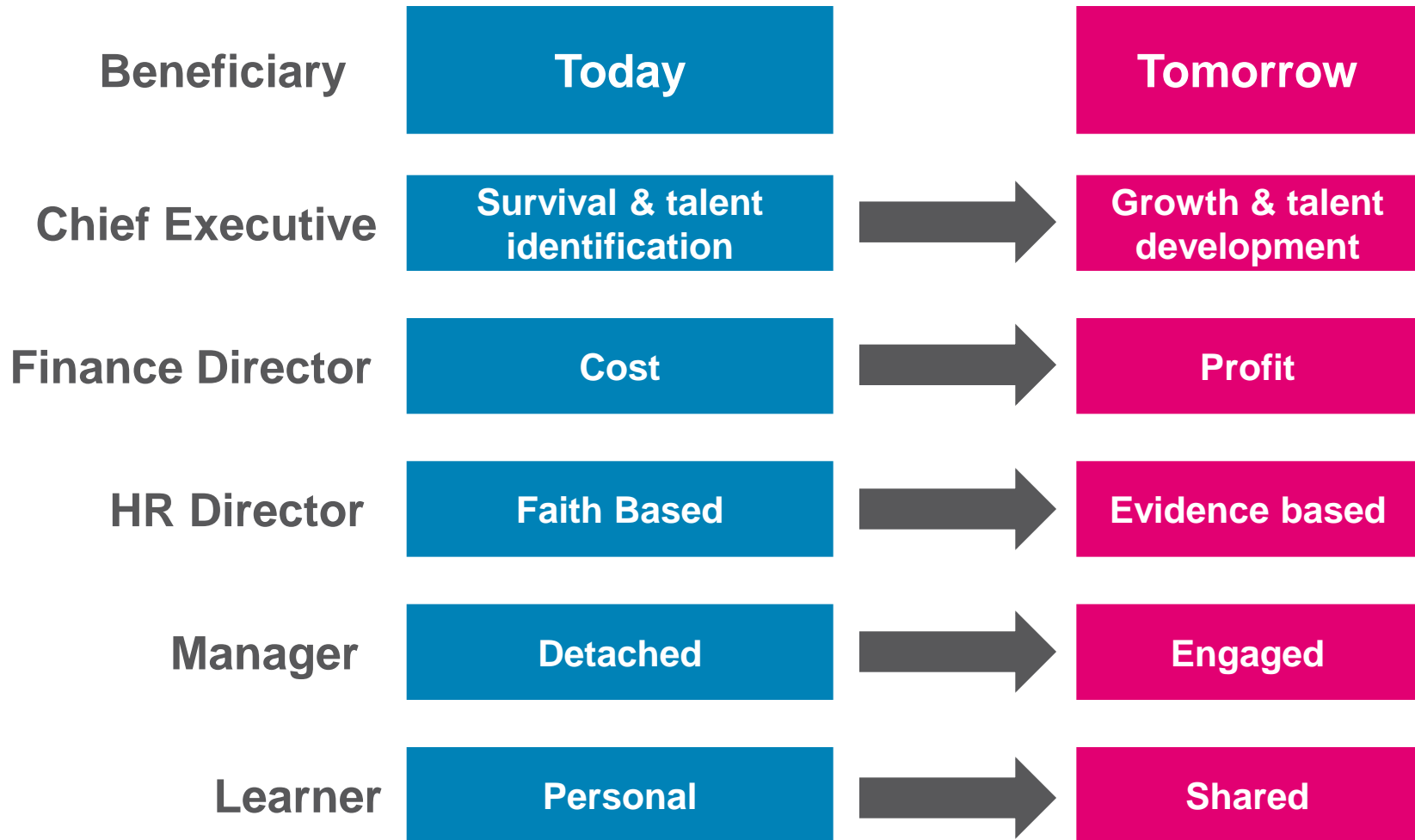


Wolseley ROI results

- **Programme ROI:**
- $(£144,001.00 - £29,440.00) / 29,440.00) \times 100 = 389\%$
- **Programme Benefits/Cost Ratio:**
- $£144,001.00 / £29,440.00 = 5 : 1$
- Generated by 5 of the 10 participants



L&D cultural change



Our Learning to Date

- Keep it simple
- Needs visionaries
- Requires cultural change
- Stake holders need educating and support
- Benchmarking, target setting and data collection requires persistence
- Need a clear plan that runs well beyond the last formal intervention
- The pursuit of ROI data increases the impact and ROI

live and in
COLOUR
York, June 2017



Thank you!