# ROI Workbook:

## The Journey to Creating Compelling Metrics for Your Expert Training Experiences

## Increasing Engagement & Measuring Success

critical pieces of the training program puzzle. At BizLibrary, we don't want the confusion around creating success metrics to be the thing holding you back from implementing game-changing training programs at your organization. To help you create KPI metrics for measuring ROI that are unique to your organization, we've developed this workbook that walks you through the process from the beginning stages to a fully operational training program! Included in this workbook are strategies and activities to help take the mystery out of

For some people thinking about ROI makes them want to "RFTH" or "Run for the Hills". But measuring the success of your programs is one of the most

measuring ROI so you can execute incredible training programs at your organization. Before you begin this journey to creating success metrics for your training programs remember, developing KPIs can take time, so don't rush yourself! Take each step one at a time, and before you know it, you'll have a list of success metrics unique to your program! Another thing, no two programs are alike.

Some programs are prescriptive and time sensitive, while others are elective and meant to be exploratory for learners. So again, don't rush! Remember that success lies with each step completed and celebrate the hard work you do at every opportunity. Each of these core values offers an opportunity for you to connect with your remote employees via engaging, creative activities. We've outlined some of our

favorite remote work activities in this template for you to easily implement into your remote work training program! Add a personal touch by tailoring these activities to align with your company values, and don't hesitate to try new ideas. You may be surprised at the changes you'll see manifested in your organization.

Take a moment to observe your mindset going into this ROI workbook. Write out how you're currently feeling, then write down how you'd like to feel coming out of the experience. For example, do you want to come out of this experience feeling empowered? Confident? Driven? Whatever you decide, keep that desired feeling top of mind as you work through this guide and watch as your mindset and attitude shifts!



Now, let's begin our success metric journey!

Annual Compliance

> Core Competencies

Core Values / Company Culture

**>** Communication

#### The first step in creating KPIs for your training programs is to define your program type. This is critical because success metrics will be different based on each program.

Define Your Program

Here are some things that these types of programs include

Take a moment to define your program

> Promotional Campaigns Customer Service > Remote Work > DE&I > Health & Wellness Safety

➤ Leadership & Management

New Manager

Onboarding

**>** Other

**➤** Launch Program > Sales

### Simply put, your audience is your learners. Just like defining your program determines success metrics, your audience will greatly affect defining and measuring the success of your program!

Step 2

### So, who is your audience? Luckily this step can be easily accomplished by looking at WHO you are assigning these training courses to. Some examples of audience could be:

Who is Your Audience?

Take a moment to write down who your audience is for your training program

2.

Managers/Supervisors

> Experienced Leaders

➤ High Potential Employees

> All Company / Organization

**>** Department

> Individuals

> Job Role

#### you are implementing and who your audience is you are ready to take this information and present your desired program to your key

Step 3

### stakeholders for support. > Who are the "influencers" in our organization and how can they help promote our

Gather Your "A-Team"

Once you've nailed down what type of program

Write your answers or thoughts below

their employees up for successful training completions?

> When are the program's expected completion dates, and how can managers help set

➤ How are C-level executives communicating the expectations of the training program?

> What insights can our mid-level and frontline managers provide about their team

members to guide our program topics and themes?

training programs?

#### implementing is prescriptive, meaning there are a certain number of assigned lessons with defined learning outcomes, or elective, learning where your employees are in the driver's seat.

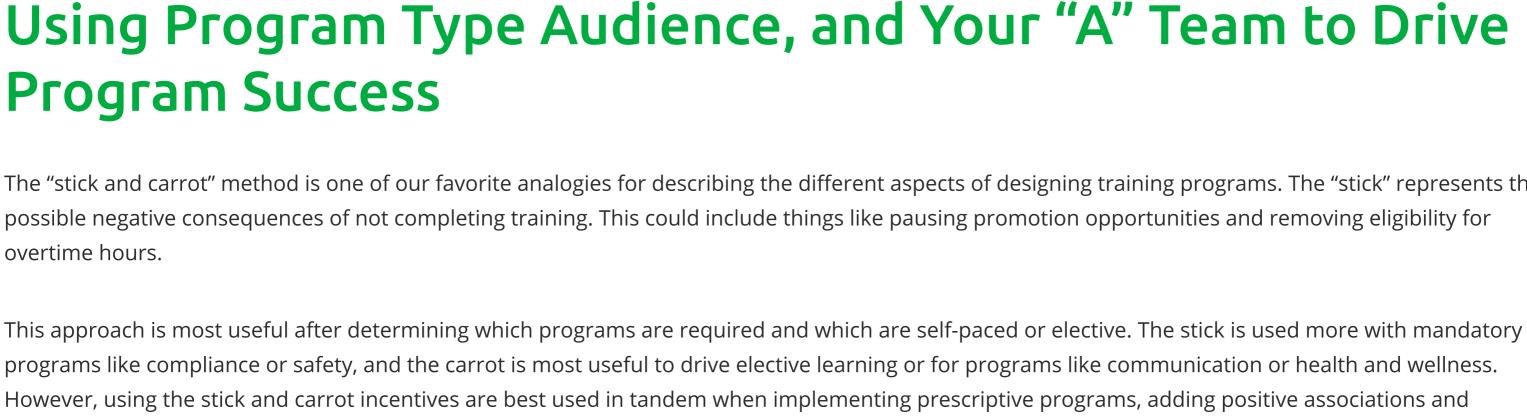
Step 4

#### There are some situations where these two can overlap, for example, if you give learners an assignment to take 3 courses of their choosing by a certain date. The prescription is the time and amount of content, but the topics are elective! No matter which category your program falls into, this decision is

Understanding Prescriptive Vs. Elective Programs

One huge factor for measuring success is deciding if the program you're

critical for moving forward with the next steps to measuring the ROI of your programs. Take a moment and write down the first five survey questions that come to mind to measure how your employees feel about their training program and job skills.



late on an assignment but could pose a legal risk to your organization.

Carrot 1.

Success Metrics for Your Program

> What type of survey or interview makes sense for your organization now?

What type of surveys make sense in the next six months?

> What frequency are you going to share this with stakeholders?

➤ How are you going to capture this information?

**Behavioral** 

Certifications

Milestones

2.

3.

> Employee Compliance %

Attendance

we encourage you to measure this category.

Utilization Metrics (% of licenses utilized, launches per user)

The "Stick and Carrot" Method:

The "stick and carrot" method is one of our favorite analogies for describing the different aspects of designing training programs. The "stick" represents the possible negative consequences of not completing training. This could include things like pausing promotion opportunities and removing eligibility for

Let's dive deeper into why this is so important by

using the "stick and carrot" approach to learning.

## motivations for completing trainings that can often be less interesting to learners while still honoring the importance of assignment completions. We're looking at YOU, compliance.

ideas!

Step 6

Step 5

#### Your audience plays a huge role in the "stick" method. Who your learners are will determine what options are available to you to ensure program completion. For example, a CFO that is late completing annual security trainings will have different consequences than the entry-level employee who started 3 months ago. So be sure to consider your audience when determining consequences for incomplete training assignments. Your "A-Team" is a great resource for communicating the "stick" to employees. These key players can set the expectation around mandatory training and embed learning or "smarter every day" initiatives into the organization's culture.

Utilizing scheduled reporting features is one way to tackle this challenge. Remember, no employee wants to end up on a "naughty list" so when expectations are communicated by your leaders and results are visible to them, completion rates subsequently improve. While "stick" sets the expectations, the "carrot" offers a positive angle to both elective and prescriptive training assignments! These incentives are what excite and drive employees to complete their training assignments on time while keeping learners engaged, which all but ensures the overall success of

your program! Program incentives can include things like contests, prizes, games, and activities, or rewards like free lunch, extra PTO, and more. Use this as

an opportunity to offer your employees something truly unique. Don't be afraid to get creative and allow yourself to have some fun coming up with these

Write down 2 carrot and 2 stick examples of what you could implement into your program!

In addition to upholding and communicating your organization's key values to learners, management and leadership must be aware of employees who are

not completing training assignments, especially as it pertains to prescriptive programs. Depending on the topics assigned, these individuals may not only be

Stick 1. Stick 2.

Carrot 2.

## Attitudinal This category measures the awareness, opinion, knowledge, and intentions of your learners. This is best measured through things like performance review results, voice of employee surveys, 360 leadership surveys, exit interviews, and employee testimonials. Our favorite way to measure this category is through employee surveys! This can be done quarterly, bi-annually, or annually, whatever works best for your organization. When thinking about how you can implement this tactic at your organization consider the following questions. On the lines below write down what unique strategy you could employ to measure attitudinal metrics.

Going from Mystery to Magic—Developing Your Unique

Now that you've got your "A-Team" and program strategies in place it's time to focus on measuring success. To take this process from KPI mystery to

training metric magic, we've broken the possible metrics into four key categories: Attitudinal, Behavioral, Operational/Financial, and Milestones.

➤ How can you see this strategy impacting your organization over time? To help you create your next survey, here are some example survey questions designed to measure attitude. "Where do you need more training?" "Where would you like to improve?" "What job role responsibility do you feel the least prepared for or supported on?" "What are some ways you could be better

Write down the first five survey questions that come to mind to measure how your employees feel about their training program and job skills.

This category measures employee behaviors like clicks, submissions, participation in assignment quizzes or activities, and attendance. Here are some ways

5.

Take a moment to write down four areas where you could measure your learners' behaviors during your training programs.

supported in your role?" The survey could prompt employees to fill in their answers or select from a list.

score goals. Examples could be to reduce your company's turnover rate by a certain percentage point by a specific time, have 100% participation on employee surveys, shorten employee onboarding times while maintaining competencies, and increase the number of internal promotions or employee referrals. What are some milestones that you could put in place to help measure the success of your training programs? Write down what comes to mind, and what members of your "A-Team" you could lean on to help create and implement these measurements.

This category focuses on looking ahead and setting milestones for measuring your program's successes. It's especially useful for establishing new or

reimagining current training programs. Some examples could include aligning competencies to job roles or career paths or setting organizational survey

You've Just Laid the Foundation for Measuring ROI at Your Organization! We hope that by using this guide you see the magic in creating KPIs to measure the ROI of your incredible training programs! Come back to this guide periodically and reevaluate your KPIs from each category.

➤ How could they be adjusted now that you know more? Did you lean on your "A-Team" enough? Who can you go to for additional insights about these measurements? Reset your milestones!

Think about the following:

What worked and what didn't work?

- The magic of KPIs is that they are flexible and moldable. No matter where you start on your KPI journey, there is truly no area for failure. As your programs grow, so do your insights on how to best measure the performance of your programs to fulfill the unique goals of your organization. By completing this workbook you've taken the first huge step to successfully measuring ROI, and instead of running for the hills, you're running towards the finish line.

Did your KPIs adequately and efficiently measure your program's successes?



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