

# **ROI**: Proving the value of **Training & HR**

Antonios Daskos (M.Sc., MBA)

**Master Trainer & CEO** 



















#### Διαδικαστικά



- Συστάσεις
- Υλικό (σημειώσεις, σοκολατάκι, antistress)
- Διάρκεια
- Μεθοδολογία υλοποίησης
- Παίγνια
- Ερωτήσεις
- Κινητά στο αθόρυβο















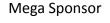






- Να γνωρίσετε μεθοδολογία μέτρησης της απόδοσης (ROI) ενεργειών business training & HR
- Να είστε σε θέση να αποδείξετε τα αποτελέσματα της εργασίας σας σε χρήμα και όχι σε φόρμες αξιολόγησης.
- Να ξεκινήσετε άμεσα την βελτιστοποίηση των διαδικασιών που διασφαλίζουν μετρήσιμα αποτελέσματα στην εκπαίδευση και τις ενέργειες ΗR

















#### Ορολογία



- **ROI**
- Activity Based vs Results Based programs









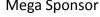
#### Ερώτηση

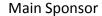


Πως μετράτε σήμερα την επιτυχία ενός εκπαιδευτικού προγράμματος ή μιας εκπαιδευτικής δράσης που διοργανώνετε;

CEO: Show me the money



















#### Δύο μοντέλα ROI



- Donald Kirkpatrick
- **Jack Phillips**









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#### Το μοντέλο ROI

	2015
<b>Annual</b> C	<b>Cy</b> HRMA onference

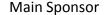
_evel	Measurement Focus

0. Input	Activities involved in the program
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- Reaction & Planned Measures participant satisfaction with the Action program and captures planned action
- 2. Learning Measures changes in knowledge, skills, and attitudes
- 3. Application Measures changes in on-the-job behavior
- 4. Business Impact Measures changes in business impact measures
- 5. Return on Compares program benefits to the costs Investment
- Intangible Benefits Impact data not converted to money

















#### Βήματα ROI (1)



Level	Measurement Category	Current Status*	Goal in 5 Years*	Comments
0	Inputs/Indicators Measures input into learning and development including the number of programs, attendees, audience, costs and efficiencies.	100%	100%	Being accomplished now
1	Reaction - Perceived Value & Planned action Measure reaction to, and satisfaction with, the experience, ambiance, contents, and value of meeting	100%	100%	Need more focus on content and perceived value

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#### Βήματα ROI (2)



Level	Measurement Category	Current Status*	Goal in 5 Years*	Comments
2	Learning Measures what participants learned in the program— information, knowledge, skills, and contacts (takeaways from the program)	30-40%	80-90%	Must use simple learning measures
3	Application and Implementation Measures progress after the program – the use of information, knowledge, skills, contacts and technology	10%	30%	Need more follow-up

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#### Βήματα ROI (3)



Level	Measurement Category	Current Status*	Goal in 5 Years*	Comments
4	Impact and Consequences Measures changes in business impact variables such as output, quality, time and cost-linked to the program	5%	10%	This is the connection to business impact
5	ROI Compares the monetary benefits of the business impact measures to the costs of the program	1%	5%	The ultimate evaluation

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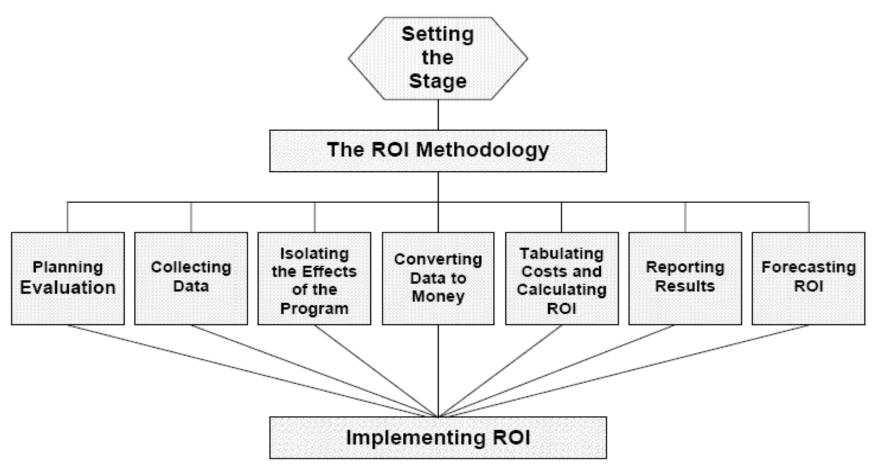












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#### Υπολογισμός ROI (1)





Program Program ROI Benefits Costs

X 100

Program Costs



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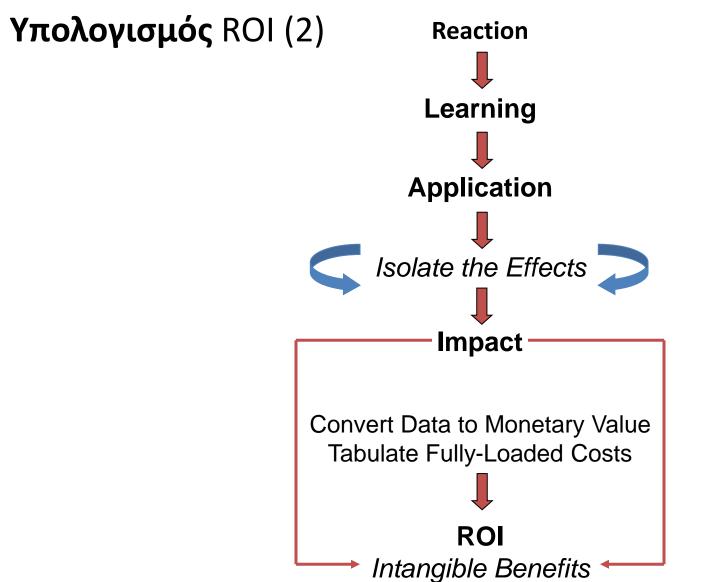
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## Ευχαριστώ

### Στοιχεία επικοινωνίας

Kıv. +30 6975860087

Tη $\lambda$ . +35722486135

adaskos@doortraining.gr

info@stirixis-consulting.com.cy



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