

Measuring the Return on Investment (ROI) for Leadership Development – Executive Summary

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Problem: MnSCU has been investing dollars in Leadership Training with only anecdotal evidence to support its success. The Board of Trustees would like to determine more definitely the return on investment for these programs.

Team Charge:

1. Research how other organizations measure the impact of leadership development programs.
2. Develop a list of best practices from other organizations.
3. Recommend measurement criteria and a process for conducting measure.
4. Provide cost estimates for any needed system enhancements.

Project Overview: The team did the following

1. Conducted interviews of Business/Industry. We interviewed such companies as US Bank, Microsoft, and Thompson Reuters.
2. Conducted interview with Board of Trustee member, Scott Thiss.
3. Researched many articles and books on the topic, including Kirkpatrick's book entitled "Evaluating Training Programs."
4. Created a survey for past participants and nominators.
5. Administered survey to past participants and collected the results (a copy of survey and results is available upon request).

Conclusions and Recommendations: Best Practices include

1. 360 degree feedback.
2. One-on-one learning opportunities.
3. Mentorship and coaching.
4. Stretch goals and opportunity to connect with other leaders.
5. Defined leadership competencies tied to organization's strategic vision.

Further recommendations include:

1. System should follow Kirkpatrick's model of evaluation and assessment: Reaction, learning, behavior and results.
2. System should conduct an annual survey of past participants, nominators and College and University Presidents.
3. Survey should be analyzed by Presidents, nominators, past participants, HR, and training departments in order to make future changes to the training programs.

Leadership Lessons Learned:

1. Must continue to ask questions throughout the entire process.
2. Get more accomplished by utilizing each others' strengths.
3. Consistency and planning are key. We scheduled regular meetings with assigned action items.
4. There are no easy answers. As a leader there is very little black and white.