



# ROI TRAINING

Training Management for  
Bottom Line Results



**CS/Training**

Training Management and Training Consulting from  
CS/Training, a part of Corporate Strategies, Inc.



IT HAS LONG BEEN AN ARTICLE OF FAITH in distribution that training is good for us. We knew that to be true just as we knew that taking an aspirin for a headache or some other pain was good for us. And, as with aspirin, we accepted it even though we didn't know how it worked.

But after training, we are often left with the same headaches and the same pain.

ROI Training is designed to take both the mystery and the guesswork out of training planning and help you manage training as effectively as you manage other parts of your company, investing your training dollars so that you get a substantial return on that investment.

### What is ROI Training?

ROI Training is a methodology developed by Corporate Strategies, Inc. to quantify your training investment, develop a needs-based training curriculum that provides necessary training to each employee in your company, and measure the results of that training in quantifiable terms. In other words, it's a way of managing training so that you know what you need to do, how much it costs, and what your return on that investment was.

An important point is that it is a methodology, not a canned training program. Rather than assuming that one size fits all, ROI Training assumes that not only are the sizes different from company to company, but that they change over time in the same company.

### How does it work?

We know from research and from years of experience that successful training has a number of essential elements. The ROI Training methodology designs these into the process. These elements include:

- Ensuring that training resources are only directed at training issues and that when a training issue is influenced by other factors, those factors are addressed.
- Making certain that the training is properly positioned and that learners are prepared for training.
- Ensuring that all training is

implemented with measurable objectives.

- Having both immediate and downstream measurements for training.
- Preparing and installing appropriate reinforcement for all skills, and enlisting line management in making certain that the skills are reinforced.
- Publishing results to both training participants and management.

The effect of all of this is to focus training resources where they will best help achieve the company's objectives, to set and maintain a focus on the skills and knowledge being taught, and to track the results so that the program can be continuously fine tuned for greater effectiveness.

### OK, how do you do it?

For purposes of explanation, ROI Training is a three-step process as shown in Figure 1. The first step — and the most important — is the Needs Assessment and Curriculum Development. This provides the

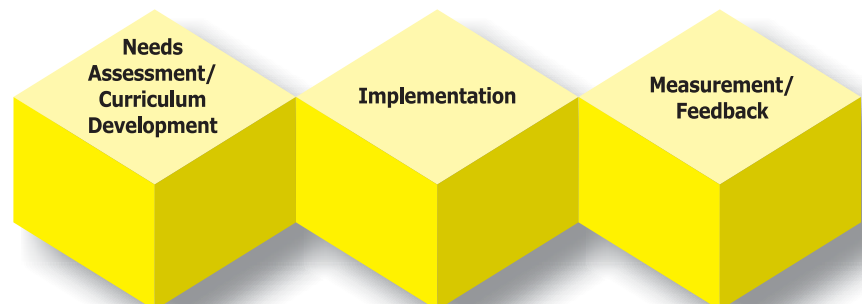


Figure 1

*The basic structure of ROI Training. In practice, feedback from the third step is constantly monitored to continuously fine-tune the curriculum and update the needs.*

basis for all of the subsequent steps. It consists of seven separate tasks.

- An employee survey to determine the current perception of training in the company.
- A training audit to determine the current real cost of training in the company.
- Development of position descriptions for each position in the distributorship. While the position descriptions are similar to the traditional job descriptions, they are different in that they deal with results rather than tasks.
- Extraction of the knowledge, skills and abilities (KSAs) required to be successful in each position.
- Determination and prioritization of training issues in terms of importance to achieving the company's objectives and deficiency (the distance between current performance and desired performance).
- Development of measurement and reinforcement for priority training issues.
- Selecting resources for training.

When the needs assessment and curriculum development are completed, the training plan is delivered. The plan includes position descriptions and KSAs for each position in the company, measurement and reinforcement for each area in which training is to be done, and the curriculum and schedule for training in each position.

The second step, implementation, involves preparing management for their involvement and

then making certain that each employee receives the appropriate training at the appropriate time. One of the design standards of ROI Training is that training builds on the work experiences of the employee; in other words, all training is not basic training. This means that some training — at the intermediate or advanced level — is based on the employee's demonstrating the KSAs taught in the basic training. The implementation plan includes assessments to determine when employees are ready to move to the next level.

The third task area is Measurement/Feedback, implementing the evaluations defined in step one. This includes immediate measurement — knowledge tests for education and the demonstration of skills for training — and downstream measurement to determine whether the employees are using the knowledge and skills.

Figure 2 depicts the measure-

ment hierarchy used in ROI Training, beginning with behaviors and finally looking at the bottom line. For example, if you have provided training in finding and capturing new customers, the behaviors observed will be better qualification of new customers and a higher conversion rate. The direct result of this is a higher percentage of gross profit dollars from new accounts. The final and most important measure is the flow of those dollars to the company's bottom line.

### How do distributors work with CS/Training?

We're training consultants, and we offer an array of services from training audits to a total training management system. However, we feel that many distributors will benefit most greatly by outsourcing their entire training function to CS/Training.

Research conducted by Corpo-

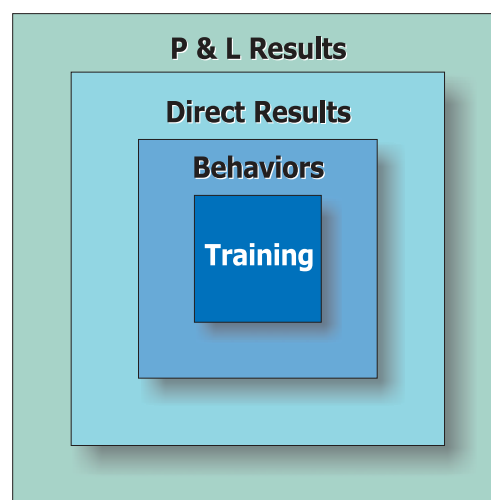


Figure 2

*The hierarchy of training effectiveness measurement used in ROI Training. Beginning with the measurement of behaviors, it ultimately tracks the results to the bottom line.*



rate Strategies, Inc. indicates that most distributors say that the greatest barriers to their having more effective training is the lack of time to plan it properly and the lack of time to implement it. CS/Training does all of that as well as providing a proven methodology for planning, delivering, and measuring training.

### **Do you know enough about my company to manage my training?**

No. However, we know about training, and our methodology requires that company management have input and approvals at every important point and that we have deliverables at each milestone. ROI Training is really a partnership between CS/Training and the client, with each of us contributing from our strengths.

### **What does it cost?**

That depends on the time required. However, it's safe to say that ROI Training for most companies will cost far less than the in-house management of training, and for many companies, it will cost

less than a competent administrative assistant.

And we are willing to do several things that, while they do not reduce the cost, do reduce what you may perceive as risk. The first is that when we manage your company's training, we will put up to 50% of our fee at risk, based on meeting agreed upon goals. This means that we have as much interest in making sure your investment in training pays off as you do.

Second, although our time involvement is much greater at the beginning of the engagement than at the end, we will provide you with an annual contract cost for management and bill one-twelfth of it each month. After the first twelve months, the contract may be cancelled on 30 days notice.

### **Who are you, anyway?**

CS/Training is a part of Corporate Strategies, Inc. Corporate Strategies has been creating and delivering training for

distributors and distributor associations for nearly 20 years, and CSI's president, Chuck Holmes, is a charter faculty member of the University of Industrial Distribution and the University of Electrical Distribution.

### **What's next?**

If any part of ROI Training is interesting to you, we'd like to set up a meeting to discuss how we can help make your training a profitable investment. Just give us a call or send us an email.

#### ***ROI Training brings new concepts to distribution training.***

ROI Training is not just a new way of managing training; it provides new ways of doing training. Here are a few of the design elements in our method of training management:

1. Training begins at day 1 and proceeds immediately. All basic training is self-paced.
2. Tiered training is conducted for all appropriate departments (usually any department with four or more employees).
3. No training occurs in a vacuum; it has an appropriate pre- and post-training environment.
4. Your company's most powerful training, OJT, is a managed part of the program.



## **CS/Training**

A part of Corporate Strategies, Inc.

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