

Measuring leadership development ROI



Engagement surveys/culture

- Overall company engagement
- BU/team/leader engagement
- Specific survey questions related to leadership
- Other culture metrics



Participant data

- Participant feedback and scores for each learning experience
- Program/programmatic element completion rate
- Participant focus groups



Assessment

- Most assessment tools will be useful, though exercise caution with standard 180/360 surveys
- Recommended: Leadership Circle Profile™



Surveys/interviews

- Participant (and direct manager) pre-, mid- and post development capability surveys
- Direct manager/peer/direct report interviews/surveys



HR data

- Promotions
- Resignations
- Retention
- Exit survey data



Business results/KPIs

- Revenue/market share/customer satisfaction/retention etc
- Use with caution – business results are impacted by various factors outside of development

Things to consider

1. Don't start any development activities until you are clear on your 'why' (you're developing the leaders), 'what' (you're developing or is the gap) and the data you have available to measure these.
2. You will need to rely on both qualitative and quantitative data.
3. You can infer results from the data but these likely won't be explicit. For example: engagement surveys results and business results may improve which suggests development is working. However, these are impacted by several other factors which means you cannot explicitly attribute them to just the development.
4. Have several data points as no one thing that will give you an indication of ROI.
5. Sustainable behaviour change and results take time.

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