



Measuring the Business Impact of Sales Training

Measurement is only useful when the insights delivered are simple, relevant, and **actionable**. Not only can Beyond ROI help any company quantify the impact of training and development in terms of changed behaviors and business results, but our measured results shine brightest under the intense scrutiny of a CFO or VP of Sales. There is a reason for this. The key to the value that Beyond ROI delivers lies in linking participant actions (adoption) to business outcomes (results). But, you can't stop there. Once we have those indicators we dig deeper to identify the specific money-making skills of high adopters who happen to be getting the best results. These golden nuggets of insights, if spread throughout the organization, can elevate the impact of a training initiative exponentially.



Causal Chain: Connecting Training to Business Impact

As professionals of measurement, our first guiding principle is: ***“We must track and connect – cause and effect.”*** Any measurement we complete includes evidence of progress in both behaviors and outcomes. Therefore, our second guiding principle is: ***“We must track outcomes, not just opinions.”*** Our two-pronged measurement approach using “leading” indicators (skill application, customer response, coaching activity) and “lagging” indicators (pipeline change, average deal size, increase in revenue) enables us to isolate the effects of any training initiative from outside factors and to pinpoint the differences between “high adopters” and “low adopters” of the skills.

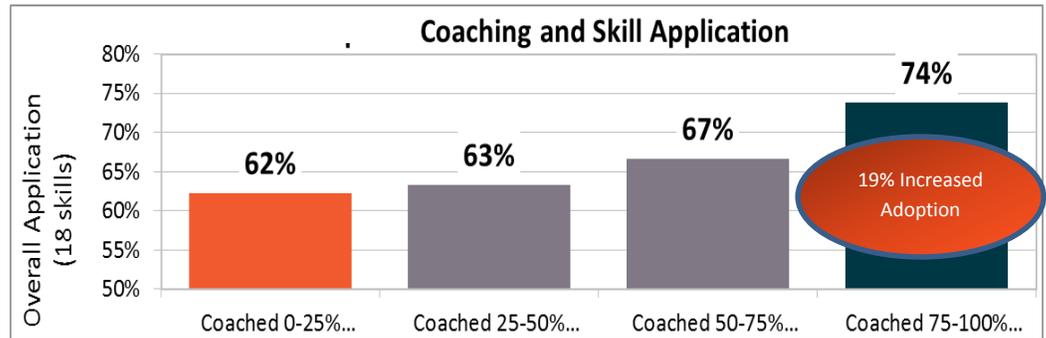
After completing thousands of studies using this methodology, Beyond ROI has seen a causal chain form between well-designed training and the business impact a company can expect. What has become evident is that a development initiative with a solid reinforcement and support strategy can expect higher levels of on-the-job skill application and increased business results. Let's take a

look at each of these components in detail.

Coaching Impact on Skill Application

In every Beyond ROI training measurement, participants are asked to provide confidential feedback about the level of support and reinforcement they have received specific to applying their new skills. The majority of these studies have revealed a positive correlation between the level of support received and effective application of new skills. The graph below details the findings of a recent meta-analysis that aggregated the responses from thousands of individuals who participated in the same training program.

Participants who reported high levels of effective coaching exhibited a **19% increase in skill application**

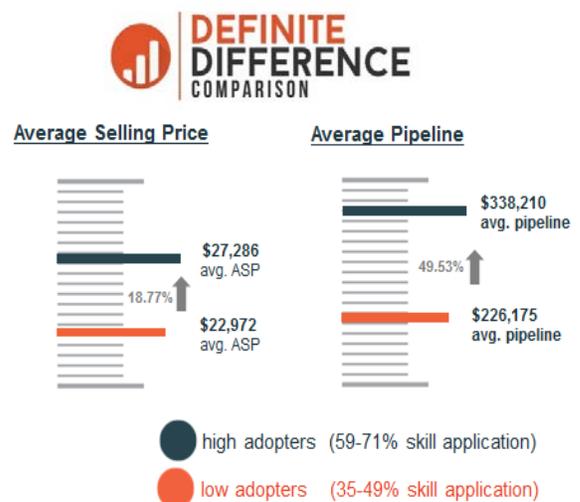


compared to participants that reported low levels of coaching and support. Beyond ROI's clients enjoy using these quantitative insights as proof point to the importance of manager coaching and support.

Training Impact on Business Results

Here's an overly simple question: What is the purpose of training? The most obvious answer is learning, however, the true purpose of training is to improve business results. But, at the end of the day, companies face the challenge of providing evidence that training has indeed produced the desired results. That's where a Beyond ROI business impact measurement can help provide quantitative evidence of training's impact by utilizing our *Definite Difference™ Comparison* methodology.

The *Definite Difference Comparison* begins with understanding the individual performer's level of adopting the new behaviors they have been introduced to. As with any behavior transformation, some skills will be adopted strongly, while others will be left behind. Some participants will embrace the new skills, while others won't. Beyond ROI's customized behavior analysis surveys help our clients get to the root of adoption and identify high and low adopters. Then using our *Definite Difference Comparison* methodology, we are able to do cross-correlation to key performance indicators to identify the causal effect that adoption is having on business impact. Included in this section is an example of a company that had identified average selling price and pipeline growth as two business outcomes of their training initiative. In both cases, the study showed that these key indicators had grown significantly more for high adopters than low adopters.



Conclusion

Measuring the business impact of training doesn't have to be scary or elusive. Beyond ROI's team of experts can help you uncover actionable insights that will not only help to connect training impact to business results, but even better, we can give you a prescription that will help you to elevate those results further!



About Beyond ROI, Inc.:

Beyond ROI is a third-party measurement firm trusted to deliver meaningful insights to clients who desire to maximize the effectiveness of their marketing and sales strategies. For over 20 years Beyond ROI has successfully measured the impact of training initiatives for local companies, Fortune 500 organizations, and multinational corporations. Our passion is guiding people and businesses to higher levels of success. Beyond ROI offers innovative, streamlined and approachable processes for quantifying training return on investment and helping training companies study how behavior change can translate into business results for their clients. The definitive value that Beyond ROI delivers is our ability to connect participant skill adoption to business results. We identify the specific money-making skills that high-adopters employ to produce the best business results. These insights, if utilized throughout the organization, can significantly strengthen the impact of training initiatives.

For more information about measuring the impact of training, visit our website at www.getbeyondroi.com.