

Webinar Q&A: Determining Value of Investment – The Pragmatic ROI for Measuring Learning Impact



Views from a Global PM Expert

Following the webinar – “*Determining Value of Investment: The Pragmatic ROI for Measuring Learning Impact*” Some of you raised some great questions, which our presenter Raed Haddad has kindly offered to answer.

About your Topic Expert

Raed S Haddad is the Senior Vice President of Global Delivery Services at ESI International. He is responsible for maintaining client solutions and leveraging ESI’s training and consulting services to meet the client’s performance objectives. Over the past 20 years, Mr Haddad has had extensive first-hand project management experience on numerous programmes worldwide. As a professional lecturer at The George Washington University, he currently teaches graduate-level courses in project and programme management, cost/schedule and quality control and decision-making techniques.

This webinar provides valuable insight into the state of affairs of measuring the business impact of training initiatives especially in terms of project management and business analysis.

Using results from a survey conducted by ESI International, and considering best practise we have seen with our clients, this webinar will present pragmatic best practices on how to embark on a measurement programme that :

- Does not overwhelm the participants or the organisation
- Provides various data points that, combined, can set the stage for actionable results that show the value of your investment (VOI) in Project/Programme Management or Business Analysis improvement initiatives

Q: Which metrics do you prefer for VOI?

Raed: It really depends. The criteria should be what your organisation puts the most value on. But everything else being equal, I like comparing Knowledge transfer, portfolio performance, and the predictive level of application vs actual with narrative on what helped or hindered.

Q: From where do we get the bench marks?

Raed: It is based on similar courses by geography and the data reported from. The volume is huge, hence it is statistically valid. But at the end of the day it is one measure to build on that is accurate enough.

Q: Do you have further information on the triangulation process?

Raed: That is a term I personally use that simply refers to my approach of getting 3 data points to help me make a decision. The origins are in geometry and I, and others, have brought it to the business side.



Raed Haddad
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Q: In running change projects, I've often found that success criteria get interpreted differently by each impacted team - how do you manage not modifying the scope based on these mis-translations?

Raed: Early alignment is one approach. If you get the project team to assess the risks and opportunities very early on via an easy tool, then you can get everyone’s perspective and ensure alignment via positive discussions. In addition, this helps you build the team.

Q: what is the most cost efficient and most effective way of determining a profit? NPV, IRR, PAYBACK PERIOD?

Raed: I typically look at all. However, I have found that to ensure the team is on board with this, I have to simplify into expected increase in revenue vs up front costs.