

A group of five business professionals (three men and two women) are gathered around a table in a meeting room. They are looking at documents and discussing them. The scene is dimly lit, with a large window in the background showing a cityscape. The overall mood is professional and collaborative.

# How a Negative ROI Engaged Business Leaders

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# Agenda

- The Program
- The Results
- The Reaction
- The Solution

# Key Take Aways

- “Go all the way”
- Create champions
- Communicating the methodology and results
- Do something about it

# The Program

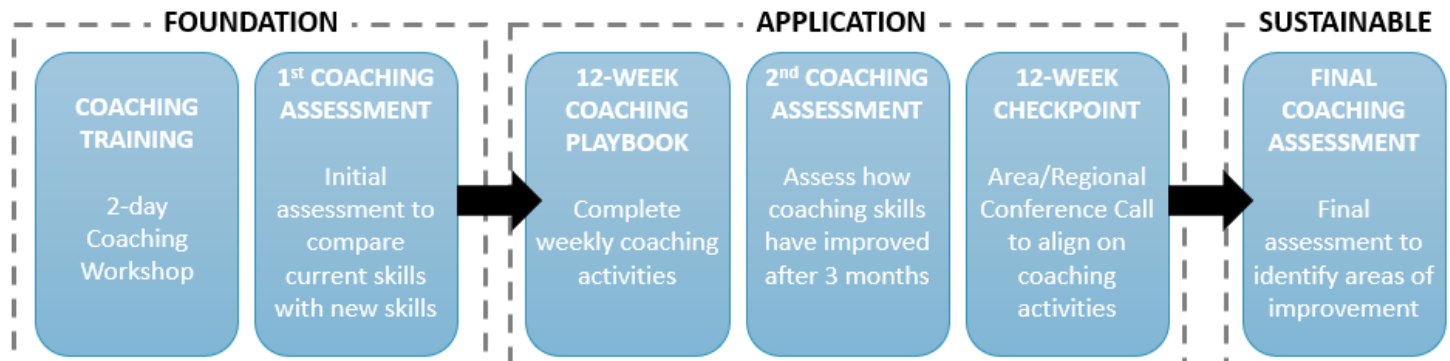
## Program Description

Implement global Coaching model that grows and improves the performance of our people

## Business Need (the “Why”)

Achieve business goals, improve sales performance, and drive results by establishing value for coaching

## Action Taken (the “Solution”)



# Poll Question: Levels of Evaluation

At what level is your organization measuring currently?

- Level 1: Reaction
- Level 2: Learning
- Level 3: Application
- Level 4: Business Impact
- Level 5: ROI
- Not measuring currently

# The Results

REACTION



300+

Sales Leaders completed workshop

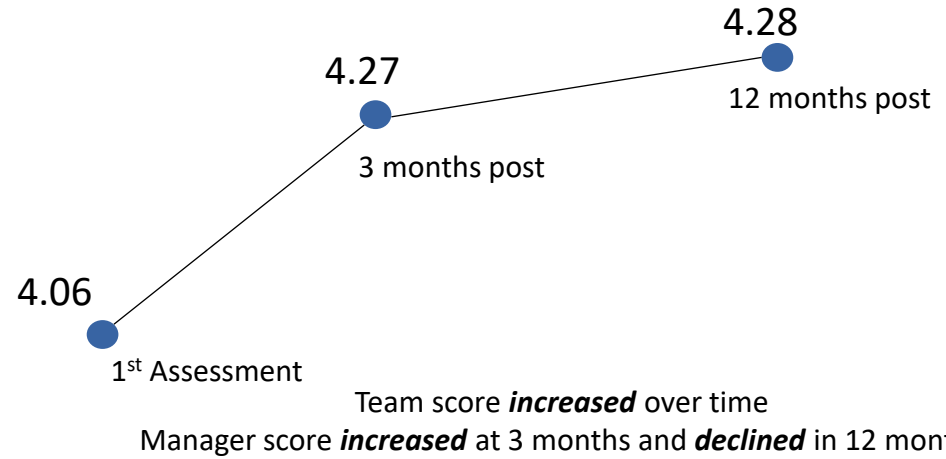
22

Training events globally in 11 languages

4.54

Achieved overall reaction score out of 5

APPLICATION



LEARNING

IMPACT

# The Results

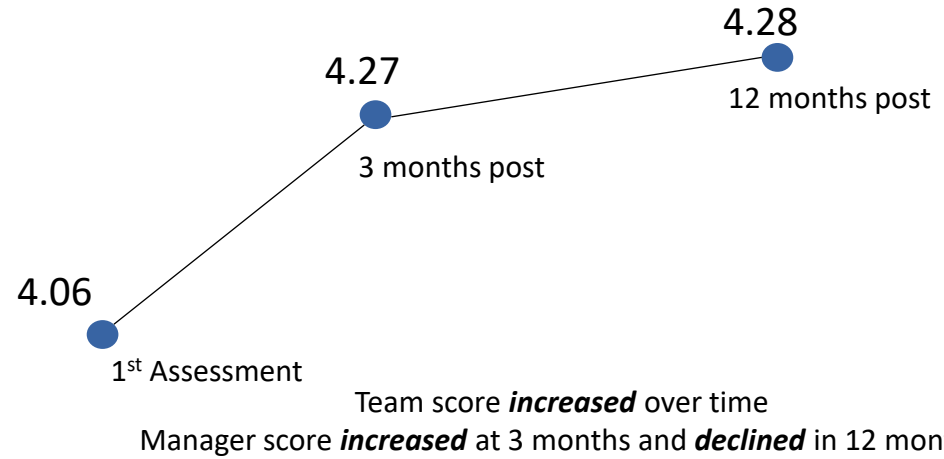
REACTION



300+  
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LEARNING

APPLICATION

Managers	Managers' Managers
4.3	4.24
Extent at which the Manager has been able to apply coaching and the impact it's had on performance and business results	

- 9% Conducted 10-15 Coaching instances after 12 weeks
- 63% lack of adequate resources and management support to successfully apply the coaching



27.9 days  
Increase in velocity of an opportunity in a pipeline globally

\$109,272.24  
Increase in profit as a direct result of coaching

IMPACT

# ROI Calculation

Expert Estimation was used to isolate the effects

## Converting Data to Money

1. Gathered revenue 12 months prior to and post Coaching workshop; calculated the improved value
2. Calculated the % of improvement that was a direct result of Coaching to the improved value to get the contribution value
3. Calculated confidence estimates to factor in any error and get the adjusted value
4. Multiplied the annual revenue by the profit margin

## Cost of Program

\$705,566

$$\text{ROI} = \frac{109,272.24 - 705,566}{705,566} \times 100\% = -85\%$$



# The Reaction

## Communication of Results

1. Communicated results with Training Director & Divisional VP (Champions)
2. Communicated results with Area Commercial Directors
3. Reviewed the ROI methodology, results, and next steps

## Reaction of key stakeholders

- Committed to making the appropriate adjustment for coaching to be successful
- Engaged and curious in the methodology
- Motivated to do more studies

# The Solution

- Meaningful and informative survey that provided both performance and business outcomes as a result of coaching
- Gathered insights from both Managers and Direct Reports based on their experience as being the coach and being coached
- Measured how efficient and effective we are in coaching and the impact its making to job performance and business results



## Efficiencies

- Coaching frequency
- Coaching duration
- Barrier to application



## Effectiveness

- Support
- NPS
- Perceived value
- Quality



## Outcomes

- Individual performance impact
- Team performance impact
- Business impact

# Lessons Learned

- #1: Establish your CHAMPIONS
- #2: Have your CHAMPIONS present when presenting to others
- #3: Explain the ROI Methodology first
- #4: Do something about it
- #5: You can learn from a negative ROI
- #6: Just do it!



Thank You

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