

## The ROI of Training: The Focus of this Issue of **SalesNews** – **Sales Mentoring Solutions**™, LLC's Newsletter; Pub. Second Quarter 2007

### Introduction to this Newsletter -

Pick any subject today and you will find pundits with opinions on both sides of the issue. And, regarding our focus this quarter-*the ROI of training*, there is no exception. Overwhelmingly however, the issue isn't whether or not to measure training, but how best to do it. I hope this edition of **SalesNews** will assist you in either developing or enhancing your training assessment initiatives.

Quite often, the value of training is determined by measuring at the lowest level of the Kirkpatrick four- level model of evaluation; Reaction. And, while your student's reactions are important, this information does not assess the value of training nor demonstrate how it positively impacts your organization. To accomplish this, you must broaden your parameters, and thus, measure training at the highest level; Results.

To achieve measurable results in ROI terms you will need to:

- Identify the results you (or better yet, your client's) want.
- Identify the way you will obtain data to determine cost and benefit.
- Calculate return on investment.
- Make ROI work for you.

Prior to concluding this introduction I would also like to stress another point. While working to move the focus of training from a cost to a value perspective, do not look to ROI exclusively. Rather, hearken back to the key points emphasized in last quarter's **SalesNews** and work also to broaden the value of training by equating it to those things which are most important to your organization's leadership: i.e., how does the training help departments, divisions, and/or the organization meet their/its business goals and in what way does it improve efficiency and effectiveness, competitiveness, top-line results and/or profitability. By doing this you will position training as the multi- vs. one-dimensional asset that it truly is for your organization.

I hope you find this issue of **SalesNews** beneficial. Please feel free to contact me at anytime to discuss this quarter's topic or any other topic covered in the past. Also, do not hesitate to contact me anytime you require support for your sales and/or service operational environments. Please call or email me at: 703-406-2295 / [blb@salesmentoringsolutions.com](mailto:blb@salesmentoringsolutions.com).

Thank you for your interest in **SalesNews**.

[**SPECIAL NOTE:** Regrettably, I will discontinue the publication of **SalesNews** forthwith. Although a tremendous amount of work goes into each issue, I cannot clearly assess its value to subscribers because only marginal feedback has been received regarding the publication's value since its launch. That said, I have elected to discontinue the publication with much regret.

Alternatively, I am considering producing two new monthly newsletters; one publication for sales personnel and another for service personnel. Although much less involved or comprehensive than **Sales eNews**, these publications will be functionally focused and could serve as coaching tools for the front-line members of your sales and service organizations. Because I have not finalized my thoughts on this I invite you to inform me about your opinion, ideas and/or comments on the subject. Please contact me at: [blb@salesmentoringsolutions.com](mailto:blb@salesmentoringsolutions.com).]

Bobby L. Butler, President and Founder of **Sales Mentoring Solutions™**, LLC

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