

The Goal

Pfizer—the world’s largest pharmaceutical company and the first firm ever named Best Training Company by *Training* magazine two years in a row—wanted to improve the sustainability of its highly-regarded Leadership Development Program.

The Approach

Pfizer introduced a learning transfer support tool into its ongoing leadership development program. The tool reminded participants of their goals following the program and provided a mechanism for them to reflect and record their progress as well as to request feedback from their manager and/or coaches.

The Results

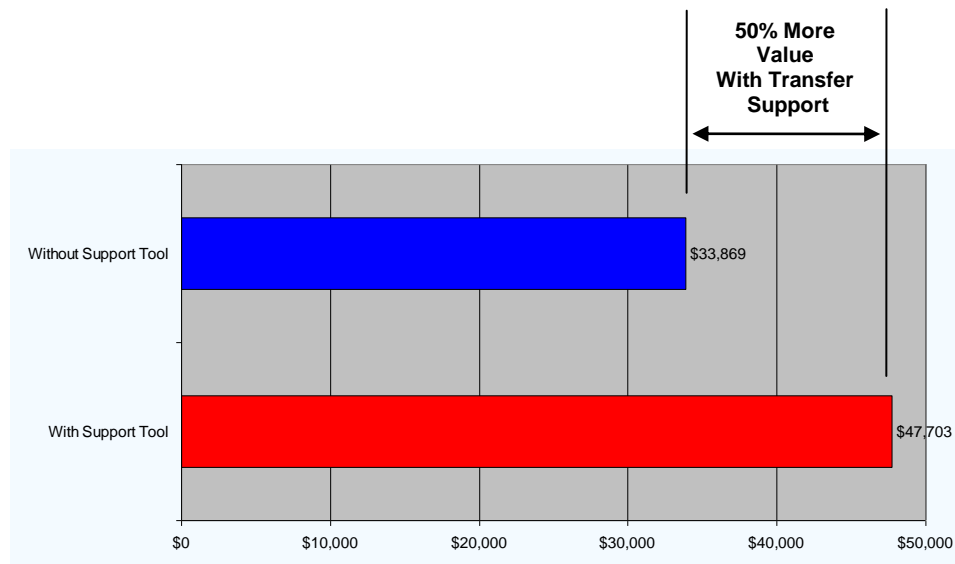
Approximately six months after the learning transfer management toll was implemented, Pfizer conducted an in-depth return on investment (ROI) analysis of the leadership program using the methodology recommended by Phillips (2003). Pfizer’s Learning Center maintained a Department of Measurement, Evaluation, and Strategic Analysis (MESA) specifically for this purpose.

Participants who had attended the course were asked to quantify the benefits in financial terms and indicate both their degree of confidence in the estimate as well as the percentage of the benefit that could be directly ascribed to the program.

Over 140 responses were available for analysis. A conservative estimate of the actual benefit was obtained by multiplying:
Estimate of financial value X percent confidence X percent attributed to program

Participants overwhelmingly endorsed the value of the program in helping them improve their managerial and leadership skills. The overall ROI was estimated to be 150 percent. In addition, numerous other benefits were cited that could not be directly dollarized.

Since some of the respondents had attended the program before the learning transfer support tool was implemented, it was possible to compare the reported ROI with and without the system.



Conclusion

Adding learning transfer support increased the return on the same training investment. Managers who had attended sessions with transfer support reported dollarized benefits nearly 50 percent greater than those who had attended sessions without the tool —about \$ 14,000 additional value per participant (Trainor, 2004).

References:

Phillips, J. (2003). *Return on investment in training and performance improvement programs* (2nd ed.). New York: Butterworth Heinemann.
Trainor, D. (2004, February). Using metrics to deliver business impact. Conference Board 's 2004 Enterprise Learning Strategies Conference.