

# **IDP DEVELOPMENT THROUGH WIAL ACTION LEARNING WITH RETURN-ON-INVESTMENT PROJECT**

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## **Introduction**

Individual Development Plans (IDP) are crucial tools in human resources for fostering continuous people development. However, organizations often face barriers to effective IDP implementation. Traditional training evaluations typically measure only the initial stages, lacking insights into business impact and return on investment (ROI). This article explores the success story of IDP development through the World Institute for Action Learning (WIAL) Action Learning program, emphasizing the ROI achieved from September 2021 to January 2023.

## **Purpose**

### *Background & Objectives*

Continuous people development is essential to sustainable business growth. While IDPs are commonly used, challenges persist in their effective implementation. Training evaluations often fall short, measuring only the early stages and neglecting crucial factors like business impact and ROI. This initiative aimed to address these issues by implementing IDP development through WIAL Action Learning.

## **First Process: IDP Development through WIAL Action Learning**

The process involved selecting 36 Problem Presenters from 16 Managers and 20 Sales Representatives. The IDP development unfolded in four steps:

### *Step 1: 1:1 Discussion with the Manager*

We set up IDPs by selecting the leadership competency, addressing real challenges, and then recording through the Action Learning management system.

### *Step 2: WIAL Action Learning Sessions*

Implementation of three half-day Action Learning sessions from September to November 2021. Each session focused on challenges, clear problems, action planning, and learning, leading to a wrap-up in March 2022.

### *Step 3: 1:1 Discussion with the Manager #2*

- IDP evaluation, assessing leadership behavior, and addressing real problems, actions, and learning
- Survey satisfaction, indicating 100% meeting expectations for both Problem Presenters (PPs) and Managers
- Recording through the Action Learning management system

## **Second Process: Measure Return on Investment with WIAL Action Learning**

I selected seven Problem Presenters for the ROI Project (four managers and two sales representatives) who implemented actions for six months (Jan-June '22). The process involved multiple steps, including meetings to make evaluations and validate data.

### *5 Levels of Training Evaluation*

Level 1. End of training (Satisfaction/Reaction)

Examples: Evaluating the trainer, method, content, materials, and logistics

Level 2. In Training (Skills and Knowledge)

Examples: Assessing simulated negotiation skills, case studies of problem-solving, technical tests

Level 3. After training (New behavior at work = Action)

Examples: Identifying new behaviors such as planning preventive maintenance or repairing machinery

Level 4. After training (Business impact)

Examples: Measuring business impact, including weekly sales, maintenance costs, and retention rates

Level 5. After isolation and comparing cost and impact: ROI

Example: Calculate ROI by comparing costs and impact. Management training has a ROI Return of Investment after isolation and cost analysis of 150% (I invest 100 THB and get 250 THB)

## **Performance**

The training evaluation of levels 1-4 yielded positive results, with Level 3 showcasing IDP's effectiveness in enhancing leadership competency based on a 360 Survey satisfaction.

### *Training Evaluation Level 5: The ROI Result (January 2023)*

PP 1 (National Sales Manager) ROI=17,840%

High satisfaction and a significant change in behavior at work, focusing on powerful questioning. Positive business impact with a notable increase in sales

PP2 (National Sales Manager) ROI=10,915%

Very satisfied, showing an increase in sales and Selling Skill scores

PP3 (Product Manager) ROI=5,595%

Very satisfied, with a high monthly increase after January

PP4 (Product Manager) ROI=1,331%

Positive feedback on delegation, resulting in increased sales

PP5 (Sales Representative) ROI=1,699%

Very satisfied, with a focus on questioning and impactful activities impacting customers

PP6 (Sales Representative) ROI=190%

Positive results with a conservative estimation due to not considering the income generated by Product A

### *Comments and Considerations*

While the ROI results are impressive, some caution is advised:

*Confidence levels and isolation percentages may be optimistic.*

Trend lines don't uniformly show an increase after Action Learning, possibly influenced by external factors

### **Conclusion**

The IDP development through WIAL Action Learning with a dedicated ROI project at Takeda Thailand demonstrates a successful paradigm shift in employee development. The meticulous process, coupled with a comprehensive evaluation model, not only improved individual competencies but also showcased a significant return on investment. The success stories of the participants, across various roles, reinforce the effectiveness of this innovative approach in fostering sustained professional growth.



## **Action Learning Coach Team**



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