STDS

Structured
Training
Design System

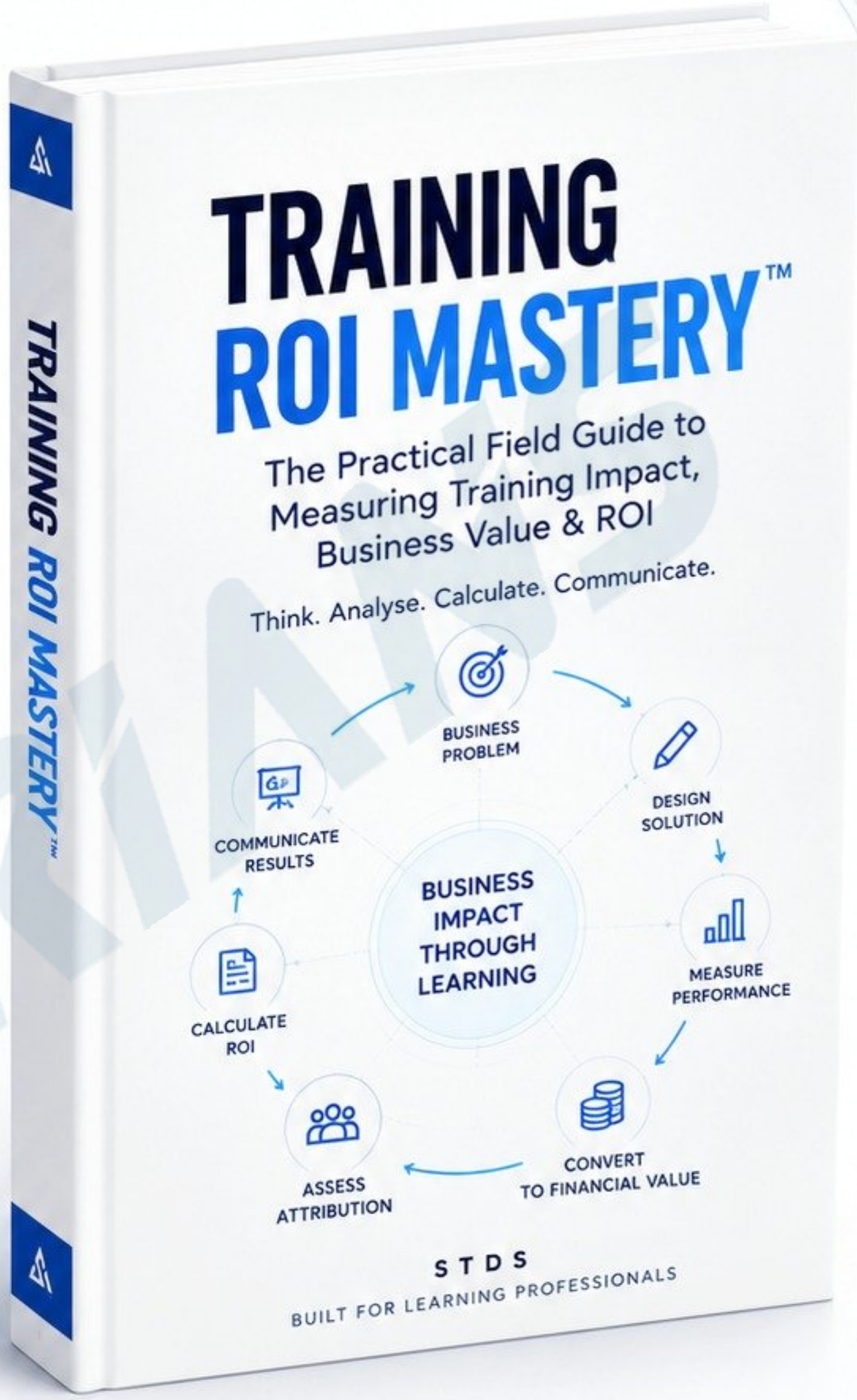
TRAINING ROI MASTERY™

The Practical Field Guide to Measuring Training Impact, Business Value & ROI

THE COMPLETE GUIDE

Stop treating training ROI as just a formula.

Start measuring the business value of learning.



ANALYSE → DESIGN → MEASURE → CALCULATE → CREATE IMPACT

TRAINING ROI MASTERY™

BOOK + TOOLS + PRACTICE + APPLICATION

THE 11-DAY JOURNEY

Eleven Days. One Chain of Evidence.

DAY 1
Think Like an ROI Trainer

DAY 2
Build the ROI Foundation

DAY 3
Know Your Training Cost

DAY 4
The ROI Calculation Lab

DAY 5
The ROI Scenario Library

DAY 6
Attribution

DAY 7
Benefit to Money

DAY 8
ROI by Programme

DAY 9
The ROI Project

DAY 10
Tools & Templates

DAY 11
The Field Playbook

ROI Trainer Check

ACTIVITY

8 min

1. Complete: “This training matters because it should help the organisation…”
2. Write it for your next programme.
3. Can’t finish the sentence? Don’t start calculating ROI yet.

The Formula

ROI = Net Benefit ÷ Programme Cost × 100

$36,000 ÷ $18,000 × 100 = 200%

For every $1 invested, $2 of net benefit.

ICARIMS

The Training Value Pyramid



ROI becomes meaningful when learning and behaviour connect to measurable business value.

MODULE 6 · SCENARIO 01

Three Months Later

“What did we get for our $18,000?”

96%

Attendance

91%

Satisfaction

87%

Confidence

But the CEO is asking: what changed for the business?

DAY 3 OF 11 · SECTION 03

Know Your Training Cost

Before asking what training created, know what it actually cost.

ICARIANS

The Cost You Can See

Trainer fees

External or internal

Venue

Rooms and facilities

Materials

Workbooks, manuals

Travel

Flights, hotels, transport

Catering

Meals and refreshments

Technology

Platforms and licences

Content

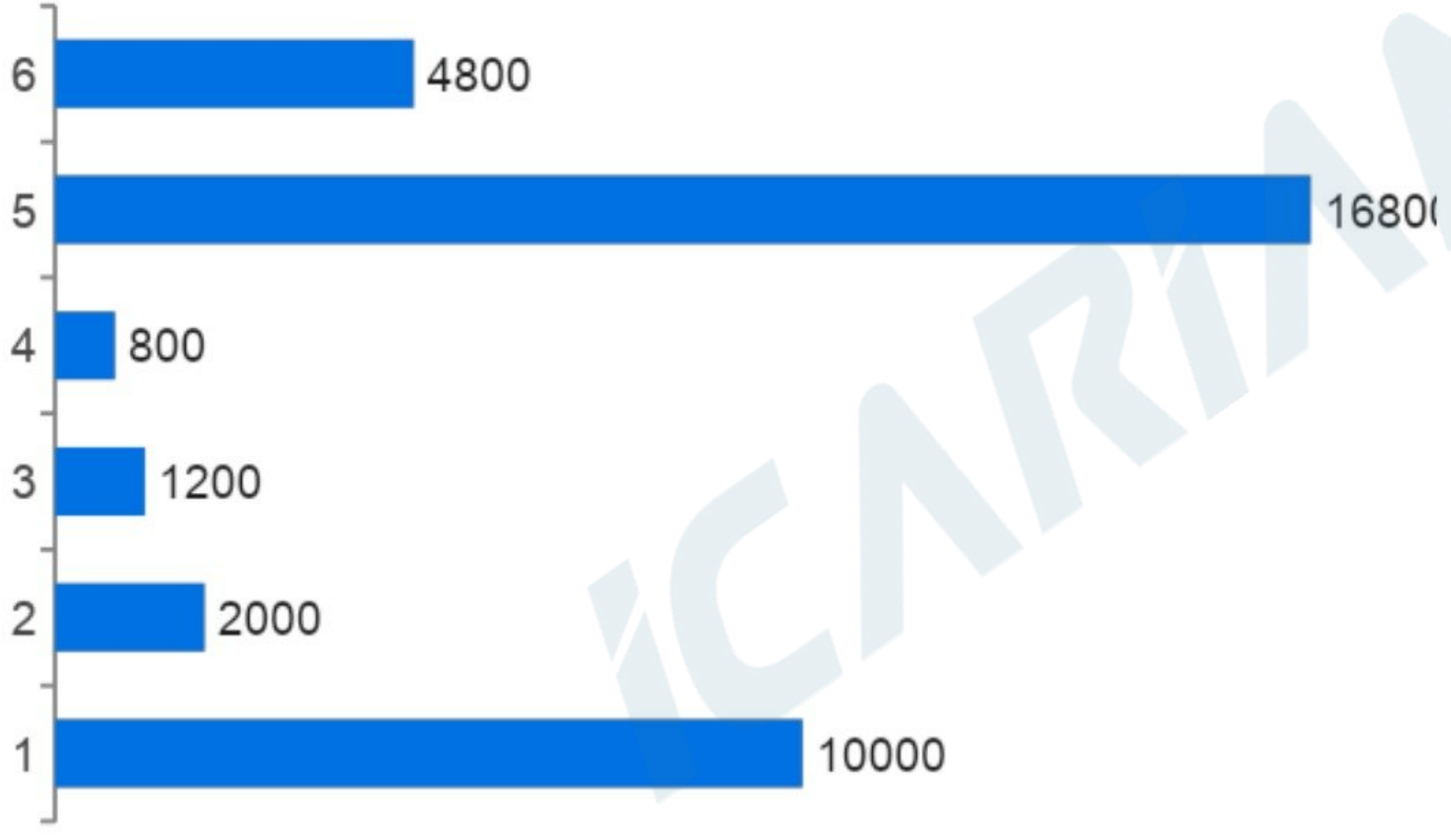
Design and development

Obvious costs appear on invoices and budgets.

KEY IDEA

A training invoice is not necessarily the same as the training investment.

The Complete Cost Picture



TOTAL COST

$35,600

Six components, one number you can explain.

ICARIAN'S

Build Your Cost Map

ACTIVITY

20 min

1. Choose a real programme: participants and training hours.
2. Direct costs: trainer, venue, materials, travel, technology.
3. Participant time: hours × hourly cost.
4. Support costs: managers, HR/L&D, admin.
5. Total estimated investment.

Evidence Level

HIGH	Audited financial or operational data
MEDIUM	Reliable organisational reporting
ESTIMATED	Reasonable assumption with support
LOW	Unverified stakeholder estimate

Sales Training: Calculation

1	2	3	4	5	6
Baseline	**Post-training**	**Monthly benefit**	**Six months**	**At 50% attributed**	**ROI**
500 × 16% = 80 sales	500 × 20% = 100 sales	+20 × $1,200 = $24,000	$24,000 × 6 = $144,000	$72,000	Net $36,000 ÷ $36,000 = 100%

Other changes: new incentive · revised pricing · new CRM dashboard

The Evidence Scale

DOCUMENTED	Supported by reliable organisational data
ESTIMATED	Based on a reasonable assumption or calculation
ATTRIBUTED	Adjusted for the estimated contribution of training
UNCONFIRMED	A possible benefit that still needs evidence

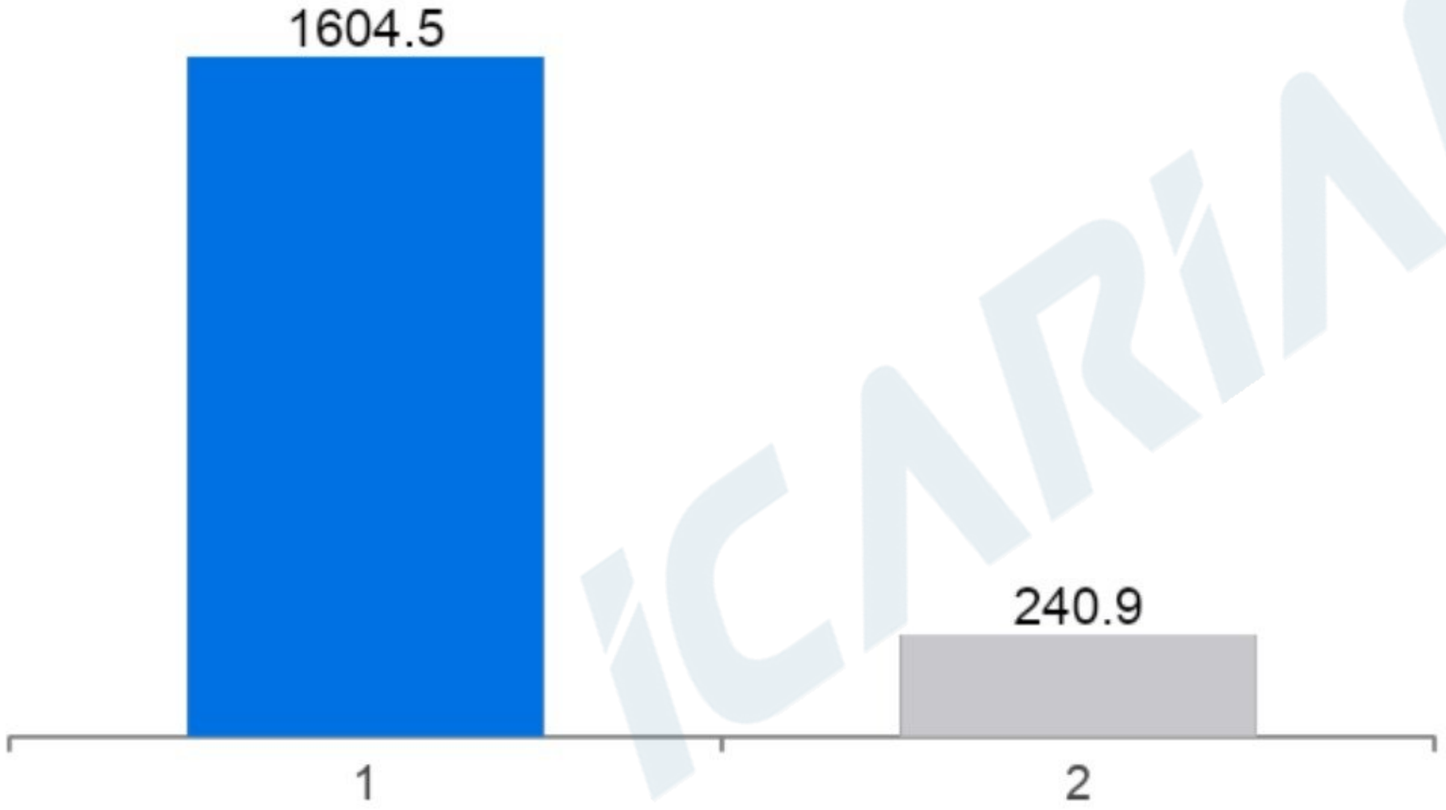
ICARIAN'S

Customer Service: Calculation

1	2	3	4	5
Time saved	**Hours saved**	**Capacity value**	**At 60% attributed**	**ROI**
10 → 8.5 min	150,000 × 1.5 ÷ 60 = 3,750	3,750 × $24 = $90,000	$54,000	Net $22,000 ÷ $32,000 = 68.75%

A new knowledge base launched too. Satisfaction 78% → 84%, FCR 71% → 79%.

Sensitivity to Attribution



THE LESSON

When the benefit is large, attribution assumptions can change ROI dramatically.

ICARIANS

Example

Transactions / year	Minutes each	Hours recovered	At $30 / hour
100,000	12 → 10	3,333	≈ $99,990

2 min × 100,000 ÷ 60 = 3,333 hrs · 3,333 × $30

What did the organisation actually do with the time that was saved?

ICARUS

Map 02 · Leadership Training

OBJECTIVE	BEHAVIOUR	KPI	DATA	VALUE	METHOD
Set direction Coach Give feedback Build accountability	Regular coaching Timely feedback Clear expectations Recognise performance	Turnover Engagement Absenteeism Team productivity	HRIS Engagement surveys Performance systems	Retention, output, absence value	Attributed benefit − investment

Technical Skills · Example

1	2	3	4
Support tickets	**Avoided**	**Cost per ticket**	**Annual benefit**
2,000 → 1,500	500	$30	500 × $30 = $15,000

Drivers: output, errors, downtime, tickets.

TRAINING ROI MASTERY™

The Practical Field Guide to Measuring Training Impact, Business Value & ROI

From “Training Delivered” to “Business Value Demonstrated.”

STDS™
Structured Training Design System

PEOPLE
PERFORMANCE
POSSIBILITIES

A Practical Field Guide for Trainers, L&D Professionals, Consultants,
HR Professionals & Business Leaders

Put the Numbers Together

Create the basic measurement picture.

CURRENT STATE

Baseline

Sales conversion

18%

Gap

5 pp

DESIRED STATE

Target

Sales conversion

23%

04

The ROI Chain

Training ROI does not appear suddenly at the end of a spreadsheet.

It is built through a chain of evidence.

01 **Training**

What did we deliver?

A programme, intervention, workshop, coaching experience or learning solution.

02 **Learning**

What did people acquire?

Knowledge, skills, capability or understanding.

04 ROI

The basic calculation:

ROI = Net Benefit ÷ Programme Cost × 100

Therefore:

$36,000 ÷ $18,000 × 100

ROI = 200%

But There Is a Catch

A calculation can be mathematically correct and still be a weak ROI case.

Why?

Because we still need to ask:

> **“Did the training actually contribute to the $54,000 benefit?”**

That question is called **attribution**.

THE ROI FORMULA

01

The Basic ROI Formula

The basic Training ROI formula is:

ROI = Net Programme Benefits ÷ Programme Costs × 100

WHERE

Net Programme Benefits = Financial Benefits − Programme Costs

What If Training Contributed 60%?

Suppose the organisation concludes, based on evidence and stakeholder analysis, that approximately 60% of the improvement can reasonably be attributed to training.

Original Gross Benefit

$60,000

Attributed Benefit

$60,000 × 60%

=

$36,000

Net Benefit

$36,000 − $25,000

=

$11,000

STEP 04 · ROI

$35,000 ÷ $25,000 × 100 =

140%

BUT DON’T STOP

How much of the additional sales can reasonably be attributed to training?

That question could materially change the result.

Step by Step

STEP 01 · ADDITIONAL BENEFIT

10 Additional Sales ×

$1,000

=

$10,000/mo

STEP 02 · MEASUREMENT PERIOD (6 MONTHS)

$10,000 × 6

=

$60,000

STEP 03 · NET BENEFIT

$60,000 – $25,000

=

$35,000

What Does 3:1 Mean?

For every $1 invested, the programme generated $3 in gross benefit.

Compare with ROI

GROSS BENEFIT	$60,000
COST	$20,000
NET BENEFIT	$40,000
ROI	$40,000 ÷ $20,000 × 100 = 200%

Same data:

BCR = 3:1

ROI = 200%

STEP 01–03 · ERRORS AVOIDED

10,000 × 6%

Baseline errors

=

600

10,000 × 3.5%

Post-training errors

=

350

600 – 350

Errors avoided

=

250/mo

STEP 04–05 · ANNUAL BENEFIT

250 × $40 × 12 =

$120,000

Example

Programme Cost	**$30,000**
Monthly Net Benefit	**$10,000**

PAYBACK

$30,000 ÷ $10,000 =

3 months

The programme reaches its initial investment recovery point after approximately 3 months.

Why Decision-Makers Care

Two programmes can have similar ROI but very different payback periods. A shorter payback period may matter

CASE B · 60% ATTRIBUTION

$120,000 × 60% = $72,000

NET BENEFIT $32,000

ROI = 80%

CASE C · 25% ATTRIBUTION

$120,000 × 25% = $30,000

NET BENEFIT –$10,000

ROI = –25%

WHY ATTRIBUTION MATTERS

The Same KPI. Three ROI Stories.

TRAINING INVESTMENT	$40,000
BUSINESS IMPROVEMENT	$120,000

CASE A · 100% ATTRIBUTION

ATTRIBUTED BENEFIT	$120,000
NET BENEFIT	$80,000

ROI = 200%

Attribution

Other changes occurred:

- New sales incentive
- Revised pricing
- New CRM dashboard

Attributed Benefit (50%)

$144,000 × 50%

=

$72,000

Net Benefit

$72,000 − $36,000

=

$36,000

ROI

$36,000 ÷ $36,000 × 100 =

100%

Participant Attribution Method

Suppose 100 participants provide attribution estimates:

0–20%	8 participants
21–40%	17 participants
41–60%	29 participants
61–80%	34 participants
81–100%	12 participants

AVERAGE ESTIMATED CONTRIBUTION

Weighted average =

61%

But ask: do participant estimates align with:

METHOD 01

01 Control Groups

One of the strongest practical attribution methods is comparison.

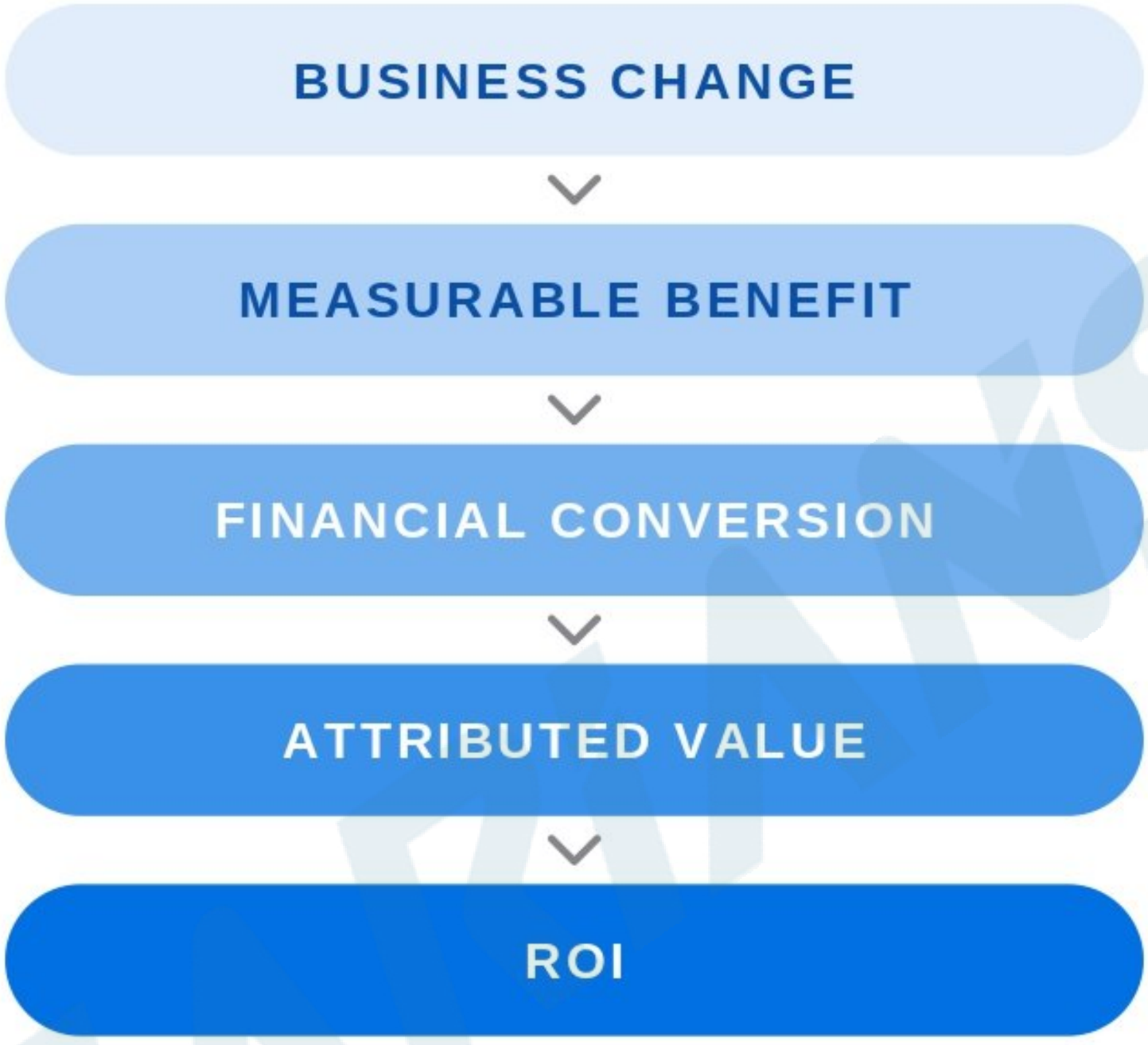
Example: Two Similar Sales Teams

	BEFORE TRAINING	THREE MONTHS AFTER TRAINING
Trained Team	18%	24%
Control Team	19%	21%

Difference in Change

+6 pts − +2 pts = **+4 pp**

The Value Bridge



COST SAVING VS COST AVOIDANCE

They Are Not the Same

COST SAVING

The organisation's actual expenditure decreases.

ANNUAL CONTRACTOR COST	$200,000 → $150,000
ACTUAL SAVING	$50,000

COST AVOIDANCE

The organisation prevents an expected future cost.

EXPECTED REMEDIATION	$100,000
ACTUAL POST-INTERVENTION	$60,000
POTENTIAL AVOIDED COST	$40,000

Example

Additional Revenue **$500,000**

Estimated Incremental Gross Profit = **$150,000**

$500,000 × 30%

Training Investment **$50,000**

Net Benefit = **$100,000**

$150,000 – $50,000

BASELINE DATA

Three-Month Baseline

Nova provides the following historical data.

MONTH	OPPORTUNITIES	SALES	CONVERSION
Month 1	10,000	2,180	21.8%
Month 2	10,000	2,210	22.1%
Month 3	10,000	2,210	22.1%

Baseline Average

Average Sales

(2,180 + 2,210 + 2,210) ÷ 3 = **2,200/mo**

Average Conversion **22%**

FINANCIAL CONVERSION

Turning Sales Improvement into Money

You know:

BASELINE SALES	2,200/month
POST-TRAINING AVERAGE	2,475/month

Observed Incremental Sales

2,475 − 2,200

=

275/mo

Six-Month Period

275 × 6

=

1,650 sales

Gross Profit per Sale

$25

POST-TRAINING DATA

Six-Month Post-Training Period

The following data is available.

MONTH	OPPORTUNITIES	SALES	CONVERSION
Month 1	10,000	2,350	23.5%
Month 2	10,000	2,400	24.0%
Month 3	10,000	2,450	24.5%
Month 4	10,000	2,500	25.0%
Month 5	10,000	2,550	25.5%
Month 6	10,000	2,600	26.0%

TOOL 07

ROI Calculator™

INPUTS

TRAINING INVESTMENT

GROSS FINANCIAL BENEFIT

ATTRIBUTION %

ATTRIBUTED BENEFIT (Gross Benefit × Attribution)

NET BENEFIT (Attributed Benefit − Training Investment)

ROI (Net Benefit ÷ Training Investment × 100)

EXECUTIVE ROI REPORT

Nova Retail Group

Sales Performance Programme

MEASUREMENT PERIOD	6 months post-training
PARTICIPANTS	200 sales associates
INVESTMENT	$37,500

01 Executive Summary

The Sales Performance Programme was designed to improve sales conversion through stronger customer discovery, value communication, objection handling and closing behaviours.

During the six-month measurement period, average conversion increased from **22.0%** → **24.75%**, an improvement of 2.75 percentage points.

THE FIELD PLAYBOOK

ROI Calculation Cheat Sheet

Net Benefit	Financial Benefit – Programme Cost
ROI	Net Benefit ÷ Programme Cost × 100
Benefit-Cost Ratio	Financial Benefit ÷ Programme Cost
Payback Period	Programme Cost ÷ Avg Monthly Net Benefit
Cost per Participant	Total Investment ÷ Participants
Productivity Value	Time/Output Improvement × Financial Value

CL-07 — Work the Calculation

The important step is to establish the denominator: total participant training hours.

STEP 01 · CALCULATE PARTICIPANT-HOURS

30 participants × 16 hours per participant

30 × 16 = 480 participant-hours

STEP 02 · IDENTIFY TOTAL INVESTMENT

The book's complete-cost scenario gives an estimated total training investment of:

$33,800

STEP 03 · APPLY THE FORMULA

Cost per Training Hour = Total Training Investment ÷ Total Participant Training Hours

$33,800 ÷ 480

STEP 04 · CALCULATE

$33,800 ÷ 480 = **$70.4167...**

Cost per Training Hour ≈ $70.42

INTERPRET

The estimated investment is approximately **$70.42 for each participant training hour** when the full organisational investment of $33,800 is spread across 480 participant-hours.

IMPORTANT

This is a cost-efficiency measure. It does not establish whether the training created business value. The book separates investment measures from benefit and ROI measures.

WHAT YOU GET

A step-by-step worked calculation ($33,800 across 480 participant-hours), followed by a check list, a quick practice question and a reflection prompt. Shown: page 2 of 3.

Training ROI Mastery™ · Companion Package Preview

FW-07 — KPI Selection Challenge

Choose the business measure that actually tells you whether performance changed.

OBJECTIVE

Build the ability to distinguish a useful business KPI from easy-to-collect training measures.
You will test candidate KPIs against four filters: **Relevant · Measurable · Sensitive · Valuable**.

INSTRUCTIONS

Start with the business problem and expected performance change. List possible measures. Do not choose a KPI simply because the data is convenient. Apply the four filters, then identify one **Primary KPI** and, if useful, one or more **Secondary KPIs**.

THE KPI TEST

"If this number improves, would the business care?"

If the answer is **no**, reconsider the KPI.

EXAMPLE

Training	Consultative Sales				
Business Problem	Low sales conversion				
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Attendance	No	Yes	No	No	Reject
Post-test score	Partial	Yes	Yes	No	Secondary at most
Conversion rate	Yes	Yes	Yes	Yes	**PRIMARY KPI**

Source principle: choose the KPI that represents the business outcome, not merely the easiest number to collect.

WHAT YOU GET
Test candidate KPIs against four filters: Relevant, Measurable, Sensitive, Valuable. The example rejects attendance and selects conversion rate as the primary KPI. Shown: page 1 of 4.
Training ROI Mastery™ · Companion Package Preview

Required Gross Benefit

ATTRIBUTION	REQUIRED GROSS BENEFIT
100%	$100,000
90%	$111,111
80%	$125,000
70%	$142,857
60%	$166,667
50%	$200,000
40%	$250,000
30%	$333,333
20%	$500,000
10%	$1,000,000

This demonstrates why attribution assumptions can dramatically affect the business case:

> *The lower the attribution, the larger the gross business improvement required.*

11. THE 50% ATTRIBUTION CASE

Suppose the consultant decides that only 50% of the improvement can reasonably be attributed to training.

WHAT YOU GET

Work backwards from a required result. This table shows how much gross business benefit is needed at every attribution level from 100% down to 10%. Shown: page 7 of 20.

Training ROI Mastery™ · Companion Package Preview

Payback to Daily KPI Target

36. COMPLETE REVERSE-ROI CHAIN

PROGRAMME INVESTMENT

$60,000

↓

DESIRED PAYBACK

4 months

↓

REQUIRED MONTHLY ATTRIBUTED BENEFIT

$60,000 ÷ 4 = $15,000

↓

ANNUALISED EQUIVALENT

$15,000 × 12 = $180,000

↓

POTENTIAL KPI TRANSLATION

$30 value per case

↓

REQUIRED ADDITIONAL CASES

$15,000 ÷ $30 = 500/month

↓

DAILY REQUIREMENT

500 ÷ 20 = 25/day

---

37. KEY LEARNING POINT

A Payback Requirement Can Be Translated into a Monthly Business Target.

WHAT YOU GET
The full chain from a 4-month payback requirement to $15,000 a month, 500 additional cases a month and 25 cases a day. Shown: page 21 of 22.
Training ROI Mastery™ · Companion Package Preview

Required Monthly Benefit

DESIRED PAYBACK	REQUIRED MONTHLY BENEFIT
12 months	$5,000
10 months	$6,000
8 months	$7,500
6 months	$10,000
5 months	$12,000
4 months	$15,000
3 months	$20,000
2 months	$30,000
1 month	$60,000

This is an extremely useful table when discussing investment requirements with executives.

25. THE SHORTER THE PAYBACK, THE HIGHER THE BENEFIT REQUIREMENT

There is a simple inverse relationship:

- 12-month payback → Requires: **$5,000/month**
- 6-month payback → Requires: **$10,000/month**
- 4-month payback → Requires: **$15,000/month**
- 3-month payback → Requires: **$20,000/month**
- 2-month payback → Requires: **$30,000/month**

WHAT YOU GET

Turn a payback target into a monthly benefit requirement. The table shows what a $60,000 programme must deliver for payback targets from 12 months to 1 month. Shown: page 13 of 22.

Training ROI Mastery™ · Companion Package Preview

First-Time Managers

Stage	Calculation	Result
Total weekly recovered hours	4 × 30	**120 hrs**
Annual recovered hours	120 × 48	**5,760 hrs**
Productively redirected	90%	**5,184 hrs**
Contribution value / hour	Given	**$45**
Potential annual value	5,184 × $45	**$233,280**
Training attribution	Estimated	**50%**
Attributed benefit	$233,280 × 50%	**$116,640**
Training investment	Given	**$42,000**
Net benefit	$116,640 − $42,000	**$74,640**
ROI	$74,640 ÷ $42,000 × 100	**177.7%**

15. The Important Analyst Distinction

The analyst must distinguish between three distinct numbers:

> **Number 1: Recovered Capacity (5,760 Hours)**
>
> Measures the gross managerial bandwidth released from routine operational problem-solving.

> **Number 2: Productively Redirected Capacity (5,184 Hours)**
>
> Measures how much of the released time was verifiably applied to high-value leadership activities.

WHAT YOU GET
Recovered time is not automatically money saved. The complete calculation chain runs from hours recovered to a 177.7% ROI. Shown: page 8 of 13.

Training ROI Mastery™ · Companion Package Preview

LEVEL 1 — GUIDED CASE

CASE 03: LEADERSHIP DEVELOPMENT

Follow the ROI Chain • Turnover Reduction → Retention Value

CASE TYPE	PRIMARY BUSINESS MODEL	LEARNING FOCUS
Leadership Development ROI	**Turnover Reduction → Retention**	**Attribution with Confounding Factors**

*This case follows Scenario 03: Leadership Development from **Training ROI Mastery**™, Section 05.*

1. Business Situation

An organisation has:

300 Employees | Annual Voluntary Turnover Rate: 17%

Leadership feedback identifies several critical organisational concerns:

- Poor communication
- Weak recognition
- Limited coaching
- Inconsistent performance conversations

Management therefore decides to strengthen leadership capability.

WHAT YOU GET
A guided case that follows the ROI chain from turnover reduction to retention value, with attribution against confounding factors. Shown: page 1 of 12.
Training ROI Mastery™ · Companion Package Preview

17. Attribution Sensitivity Analysis

Testing the stability of the 50% attribution assumption across different evidentiary parameters:

Attribution	Attributed Benefit	Net Benefit	Calculated ROI
30%	$69,984	$27,984	**66.6%**
50% (Base)	$116,640	$74,640	**177.7%**
70%	$163,296	$121,296	**288.8%**

> The underlying recovered capacity remains identical across all scenarios. The ROI changes because the estimated training contribution changes.

19. Evidence Classification

Evidence	Classification
30 managers	Documented
10 hours routine work / week baseline	Documented
6 hours post-training	Documented
4 hours recovered / manager / week	Calculated
5,760 annual recovered hours	Calculated
90% productive use	Estimated / Documented through time-use analysis

WHAT YOU GET
Each case tests the result at 30%, 50% and 70% attribution and labels every number as Documented, Calculated, Estimated or Attributed. Shown: page 10 of 13.
Training ROI Mastery™ · Companion Package Preview

Comparison-Group Attribution

Their performance data is available.

COMPARISON GROUP METRIC	BEFORE	AFTER
Conversion	15.0%	15.5%
Qualified opportunities/month	800	900

The comparison group therefore also experienced a conversion improvement.

```
Comparison-Group Change: 15.5% − 15.0% = +0.5 percentage
points
Trained Group Change: 16.0% − 15.0% = +1.0 percentage
point
Difference in improvement: 1.0 − 0.5 = 0.5 percentage
points
```

This provides stronger attribution evidence.

---

9. Build the Counterfactual

The consultant asks:

> *What would the trained group probably have achieved if it had experienced the same underlying market and operational changes as the comparison group, but without the additional training effect?*

The comparison group improved by 0.5 percentage points.

So the estimated counterfactual conversion for the trained group becomes:

$$15.0\% + 0.5\% = 15.5\%$$

WHAT YOU GET
An untrained comparison group also improved, so the conversion gain is tested against it. The conclusion: the KPI improves while ROI stays negative (-16%). Shown: page 7 of 19.
Training ROI Mastery™ · Companion Package Preview

Ready-to-Teach Slides

SECTION 01

The Training Value Pyramid

1	2	3	4	5	6
Training Activity	**Learning**	**Behaviour**	**Performance**	**Business Result**	**Financial Value**
Did we deliver the programme?	What did people learn?	What did they do differently?	What improved?	Which KPI changed?	What was that change worth?

Most reports stop at level 1 or 2. ROI lives at levels 5 and 6.

SECTION 01

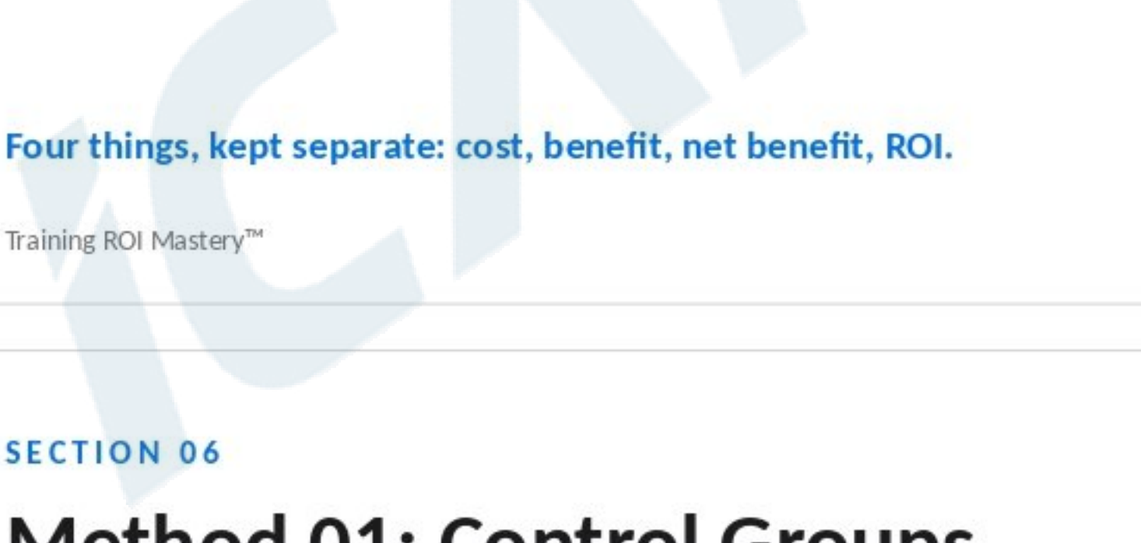
The Basic ROI Logic

Investment	Business benefit	Net benefit	ROI
$18,000	**$54,000**	**$36,000**	**200%**
What did the programme cost?	What measurable value was created?	$54,000 − $18,000	Net benefit ÷ cost × 100

Four things, kept separate: cost, benefit, net benefit, ROI.

SECTION 06

Method 01: Control Groups



DIFFERENCE IN CHANGE

+4 pp

Trained +6 pts – Control +2 pts. Only the difference is credited to training.

WHAT YOU GET

The 36-slide quick deck (part of the 300+ slide teaching library) follows all 11 book sections, with speaker notes on every slide. Shown: slides 4 (Value Pyramid), 6 (Basic ROI Logic) and 20 (Control Groups).

Training ROI Planner

ROI MASTERY™ TOOLS PACK

T-01 | Training ROI Planner™

PLAN | Define the ROI project before detailed measurement and calculation

Trainer Instructions: Complete the blue input cells. Define the business problem, expected outcome, primary KPI, baseline, target and expected financial value. Then complete the readiness check.

A. PROGRAMME INFORMATION	
Programme Name	First-Time Manager Development Programme
Business Unit / Department	
Sponsor	
Trainer / ROI Project Owner	
Measurement Period	
Number of Participants	30
Participant Group	First-time managers

B. BUSINESS PROBLEM	
Business Problem	Managers spend too much time on routine work that should be delegated, coached or systematised.
Expected Outcome	More manager time on coaching, planning and improvement.

C. PRIMARY KPI	
Primary KPI	Routine problem-solving time
Baseline Value	10
Target Value	6
Measurement Unit	Hours per manager per week
KPI Data Source	Manager time-allocation audit

D. BASELINE AND TARGET	
Baseline Period	Four weeks
Target Date	
Baseline Population	30 participating managers
Baseline Evidence / Notes	

E. EXPECTED FINANCIAL VALUE	
Expected Financial Value	
Financial Conversion Basis	Agreed contribution value per productive hour
Value Per Unit	$45 per productive hour
Expected Annual / Measurement-Peric	$233,280.00
Financial Value Evidence / Source	

F. ROI PROJECT READINESS CHECK

Check	Status	Trainer Notes	Result	
Business Problem clearly defined?	Yes			PASS
Expected Outcome clear?	Yes			PASS
Primary KPI clear?	Yes			PASS
Credible Baseline available?	Yes			PASS
Target defined?	Yes			PASS
Financial Conversion clear?	Yes			PASS

G. ROI PROJECT DECISION	
Overall Status	READY TO MEASURE

If not ready, identify the issue:	

H. TRAINER THINKING BOX	
If the training works, what should chan	
How will we know that it changed?	
What KPI will show the change?	
Where are we starting?	
Where do we want to reach?	
What could the improvement be worth	

I. T-01 OUTPUT

Completed output: Business Problem, Expected Outcome, Primary KPI, Baseline, Target, Expected Financial Value and ROI Project Status. Next tool: T-02 Business Outcome Mapping Canvas™.

WHAT YOU GET

Define the business problem, KPI, baseline, target and expected value, then run the readiness check. Shown filled with the Case 16 numbers; your file is a blank, editable template.

ROI Dashboard

T-13 ROI Dashboard™

REPORT | Management snapshot of training investment, performance change, financial value, attribution and ROI.

PROGRAMME

Programme	First-Time Manager Development Programme
Business Unit	People Management
Sponsor	0
Measurement Period	Four weeks pre / post
Primary KPI	Routine problem-solving time
Business Outcome	Managers spend more time on coaching, planning and improvement

MANAGEMENT SNAPSHOT

PROGRAMME INVESTMENT	KPI CHANGE	FINANCIAL BENEFIT
$42,000	-4	$233,280
ATTRIBUTED BENEFIT	NET BENEFIT	ROI
$116,640	$74,640	177.7%
BCR	PAYBACK	CONFIDENCE
2.78x	4.3	Medium

KPI PERFORMANCE

KPI	Baseline	Target	Post-Training	Change	Unit	Direction	Evidence Level	Source	Notes	
Routine problem-solving hrs/manager/week		10	6	6	-4 Hours	Lower is better	Documented	Time-allocation audit		0
	0	0	0	0		0	0	0	0	0
	0	0	0	0		0	0	0	0	0
	0	0	0	0		0	0	0	0	0

FINANCIAL VALUE

Measure	Value	Source / Basis	Evidence Level	Notes	
Gross / Observed Financial Benefit		2332805,184 productive hrs × $45	Estimated		0
Attribution %		50% Interviews, time logs, implementation data	Estimated		0
Attributed Benefit	$116,640	0	0	0	
Programme Investment	$42,000	0	0	0	
Net Benefit	$74,640	0	0	0	

INSIDE THE DASHBOARD

One evidence chain, from investment to confidence

Investment > KPI change > Financial benefit > Attributed benefit > Net benefit > ROI > BCR > Payback > Confidence

- **Management snapshot** — Nine headline tiles for senior readers.
- **KPI performance** — Baseline, target, post-training and change for each KPI.
- **Financial value** — Observed benefit shown separately from the attributed benefit.
- **Attribution** — Method, evidence, alternative factors and confidence.
- **Management interpretation** — Seven questions, from "What happened?" to the recommended action.
- **Reporting status** — READY TO REPORT, REQUIRES REVIEW or NOT READY, with the reason.

The workbook also includes an Instructions tab and a Dashboard Data tab where you enter validated figures.

WHAT YOU GET

A one-page management snapshot of investment, KPI change, attributed benefit, ROI, payback and confidence. Shown filled with Case 16 inputs; your file is a blank template.

END OF SAMPLE

Don’t just explain ROI.
Demonstrate it.

This sample showed the logic, the formulas and a worked project.
The complete book takes you through all of it — step by step:

- Define the business problem, baseline and target KPI
- Build the full training cost picture
- Calculate Sales, Productivity, Error and Turnover ROI
- Prove attribution: did training really cause it?
- Convert business results into defensible money
- Work through the Nova Retail Group project end to end
- Use 16 ready-to-fill tools, templates and cheat sheets

Training ROI Mastery™

The Practical Field Guide to Measuring Training Impact, Business Value & ROI

STDS™ · Structured Training Design System · Copyright © 2026. All rights reserved.