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# Training ROI: Putting Theory into Practice

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# Today we will explore four questions:

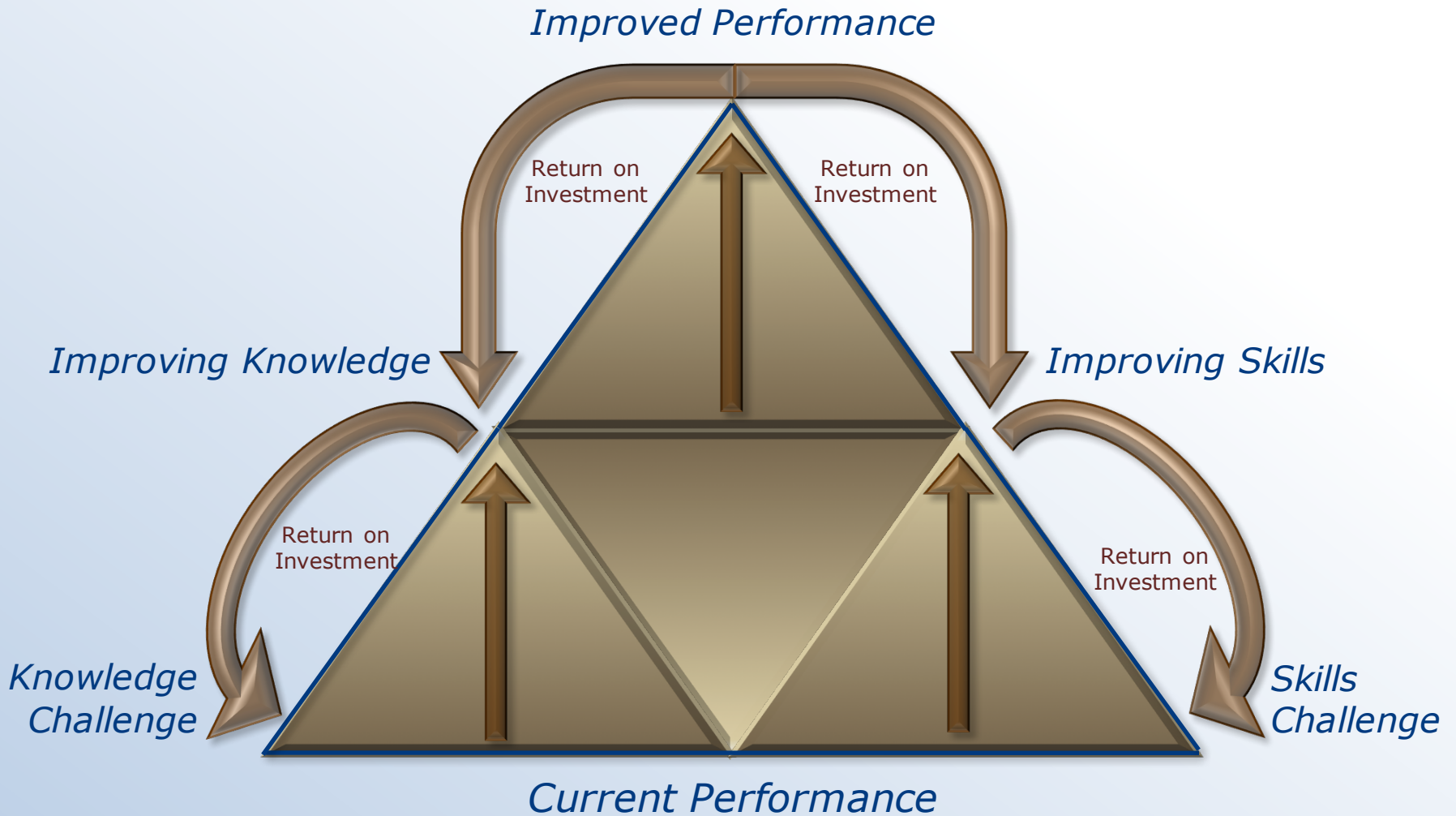
- » ***What*** is the process of learning in a complex system?
- » ***What*** is the value of learning in a complex system?
- » ***So what*** is the return on investment?
- » ***Now what*** can you do to realize ROI?

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# Question 1: What is the process of learning in a complex system?

Learning Triangle

# The Learning Triangle



# Return on Investment

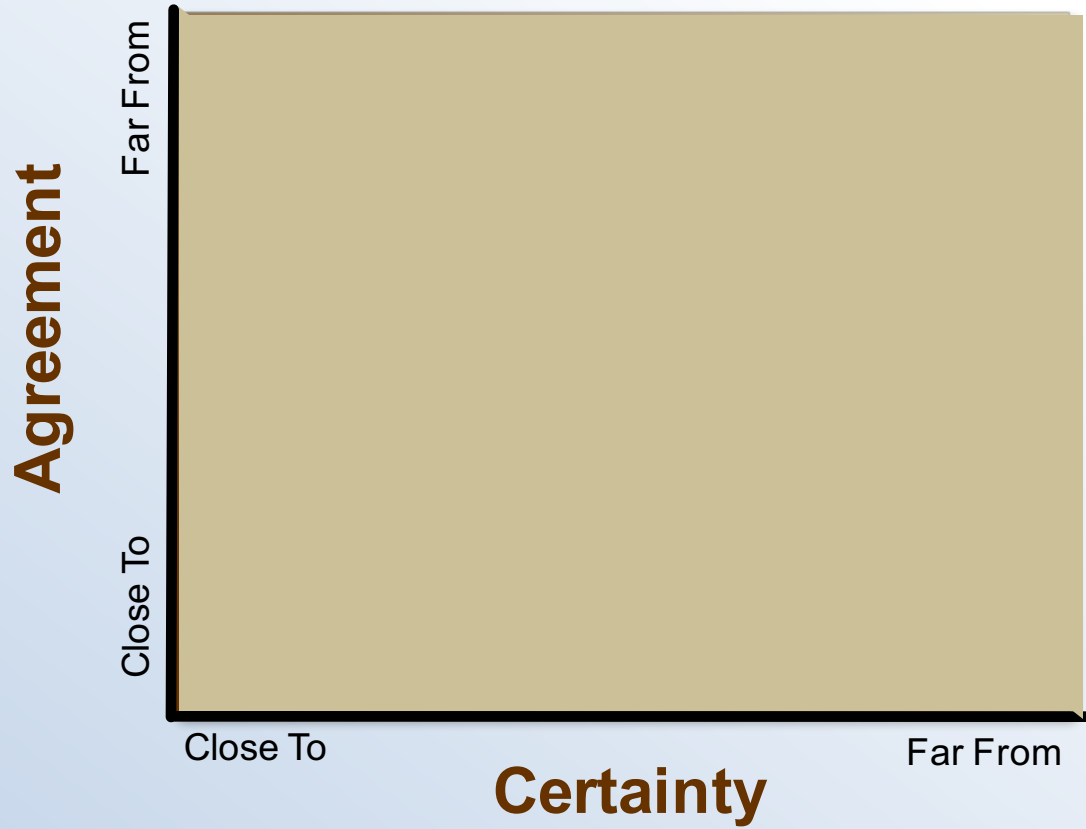
- » Assessment:  
**What** are the gaps between current performance and required knowledge and skills?
- » Measurement:  
**So what** evidence is there of improving knowledge or skills?
- » Reflection:  
**Now what** does improved performance contribute to increasing knowledge and skills?
- » Assessment:  
**Next what** new challenges emerge for knowledge and skills?

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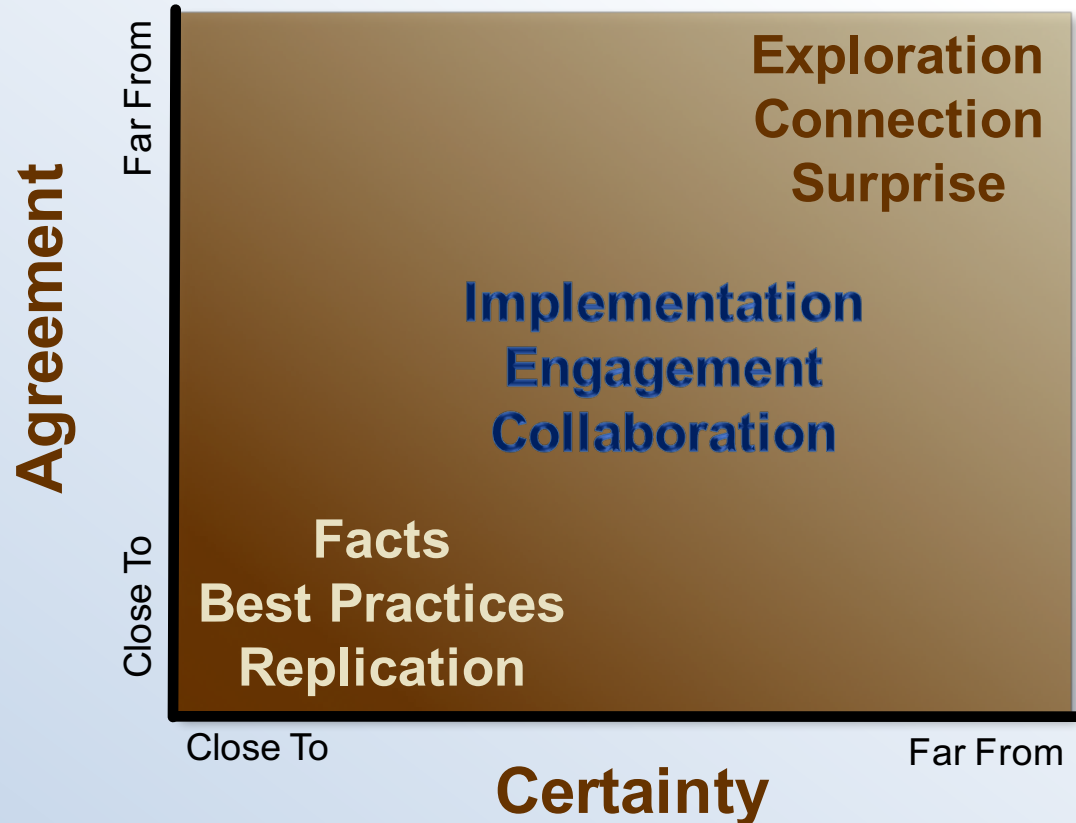
# Question 2: What is the value of learning in a complex system?

Landscape Diagram

# Complex System

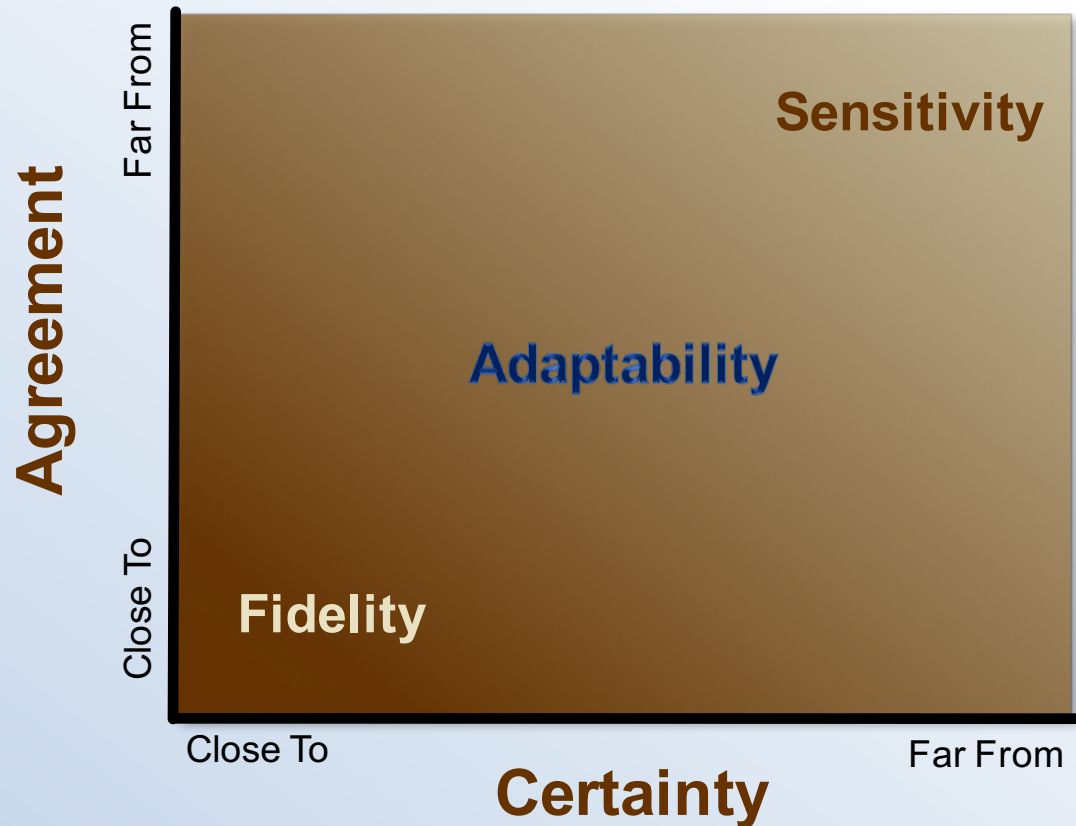


# Learning in a Complex System





# Learning in a Complex System



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# **Question 3:** ***So what is the return on investment?***

Adaptive Action

# So what is the return on investment?

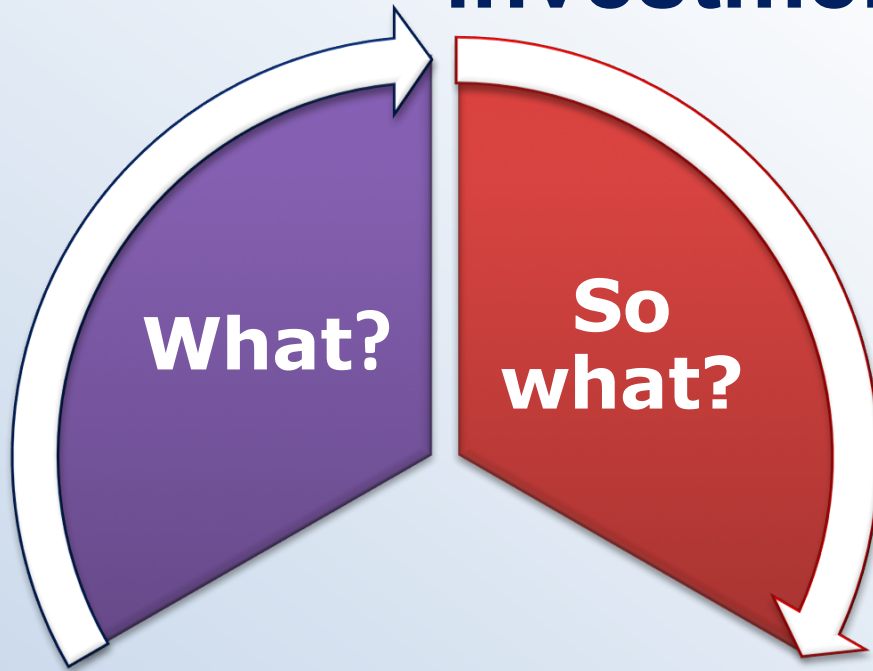


What is the value in this context of . . .

- Fidelity?
- Adaptability?
- Sensitivity?

What aspects of training support each?

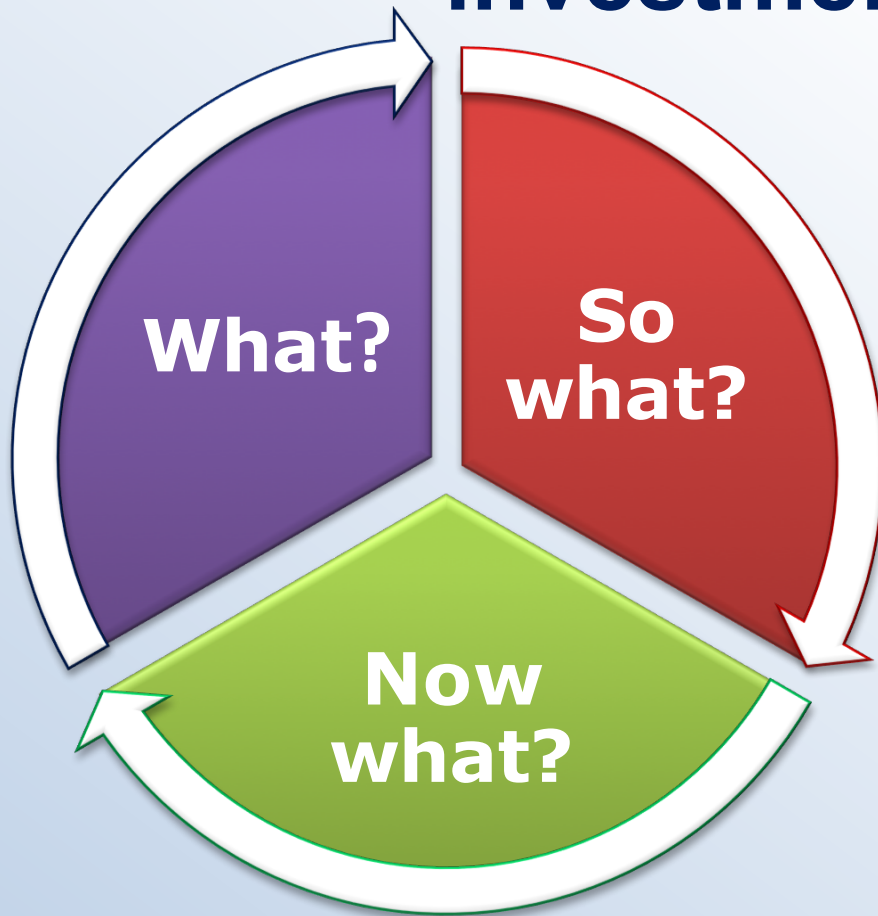
# So what is the return on investment?



So what evidence can we have of . . .

- Fidelity?
- Adaptability?
- Sensitivity?

# So what is the return on investment?



Now what will we do to collect and report evidence of . . .

- Fidelity?
- Adaptability?
- Sensitivity?

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# Question 4:

## *Now what can you do to realize ROI?*

What? So what? Now what?

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# ***Now what can you do to realize ROI?***

- » Be conscious of your theories of change:
  - » Learning Triangle
  - » Landscape Diagram
- » Use Adaptive Action to:
  - » Define gaps
  - » Plan interventions
  - » Evaluate outcomes



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# Today we explored four questions:

- » ***What*** is the process of learning in a complex system?
- » ***What*** is the value of learning in a complex system?
- » ***So what*** is the return on investment?
- » ***Now what*** can you do to realize ROI?



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# More resources

## » Books

- » *Adaptive Action: Leveraging Uncertainty in Your Organization*  
(Eoyang & Holladay)
- » *Radical Rules for Schools: Adaptive Action for Complex Change* (Patterson, Holladay, Eoyang)

## » Web

- » [www.adaptiveaction.org](http://www.adaptiveaction.org)
- » [Wiki.hsdinstitute.org](http://Wiki.hsdinstitute.org)
- » [www.hsdinstitute.org](http://www.hsdinstitute.org)
- » Twitter: #hsd #adaptact @GlendaEoyang

# Your Opportunity To Become An HSD Professional

- » Patterns and Possibilities:
  - » July 2014 in Portland, OR
  - » July 2014 in London, UK
  - » January 2015 in Helsinki, FI
  - » More 2015 dates to come
- » Four months exploring an online learning ecology:
  - » Lively learning community
  - » Guided practice
  - » Large group learning and dialogues
  - » Learning packets on relevant topics
  - » Praxis Partner for support
- » [Register](http://bit.ly/HSDCertification): [bit.ly/HSDCertification](http://bit.ly/HSDCertification)



# Join Us!

<b>June 19, 2014</b> <b>11:00 – 1:00 CDT</b>	<i>Quarterly Meeting—Associates and Friends Networking</i>
<b>August 7, 2014</b> <b>11:00 – Noon CDT</b>	<i>Nurturing a Learning Ecology</i>
<b>September 4, 2014</b> <b>11:00 – Noon CDT</b>	<i>Patterns of Learning and Engagement: Using HSD to Design Engaging Events</i>

- » Navigating Complexity: October 22-25, 2014 – Chicago, IL  
[hsdconference.org](http://hsdconference.org)

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Discover models and methods	<a href="http://adaptiveaction.org">adaptiveaction.org</a>
Read <i>Adaptive Action</i> (Eoyang & Holladay)	<a href="http://amzn.to/13bZ6l4">amzn.to/13bZ6l4</a>
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