Strategic ROI in Human Capital and Training Investments Training Course



09 - 13 Nov 2026

Milan

5900 € (Per Person)

Ref: #HR2764_36419

Course Introduction / Overview:

In today's competitive business landscape, organizations are increasingly recognizing that their most valuable asset is their people. However, demonstrating the tangible financial impact of investments in human capital, particularly in training and development, remains a significant challenge for many professionals. This course provides a comprehensive framework for measuring and maximizing the return on investment (ROI) of human capital initiatives. Drawing upon the pioneering work of academics like Dr. Jack J. Phillips, author of "Return on Investment in Training and Performance Improvement," this program moves beyond traditional evaluation methods. Participants will learn the systematic Phillips ROI Methodology to not only measure learning and application but also to isolate the effects of training and convert its outcomes into monetary values. BIG BEN Training Center has designed this course to equip professionals with the skills to build a credible business case for training, justify budgets, and align development programs with strategic organizational goals, transforming the HR and L&D function from a cost center into a proven value driver.

Target Audience / This training course is suitable for:

- Human Resources Managers and Directors.
- Learning and Development (L&D) Specialists.
- Training Coordinators and Managers.
- Talent Management Professionals.
- Organizational Development Consultants.
- Financial Analysts involved in HR budgeting.
- Department Heads and Line Managers responsible for team development.
- HR Business Partners.

Target Sectors and Industries:

- Banking and Financial Services.
- Information Technology and Telecommunications.
- Healthcare and Pharmaceuticals.
- Manufacturing and Engineering.
- Oil and Gas.
- Professional Services and Consulting.
- Government and Public Sector Organizations.
- Retail and Consumer Goods.

Target Organizations Departments:

- Human Resources.
- Learning and Development.
- Finance and Accounting.
- Talent Management.
- Organizational Development.
- Strategic Planning.
- Operations Management.
- Performance Management.

Course Offerings:

By the end of this course, the participants will have able to:

- Master the foundational concepts of human capital valuation and strategic HR metrics.
- Apply the Kirkpatrick Model and the Phillips ROI Methodology to evaluate training programs comprehensively.
- Develop robust data collection plans to measure reaction, learning, application, and business impact.
- Utilize techniques to isolate the effects of training from other influencing factors.
- Convert both tangible and intangible program benefits into credible monetary values.
- Calculate the Benefit-Cost Ratio (BCR) and Return on Investment (ROI) for any training initiative.
- Construct and present a compelling business impact report to senior stakeholders.
- Align training investments directly with strategic business objectives and performance indicators.

Course Methodology:

The training methodology at BIG BEN Training Center is designed to be highly interactive, practical, and participant-centered. This course moves beyond theoretical lectures to immerse participants in an experiential learning environment. We utilize a blended approach that includes expert-led presentations, real-world case study analysis, and collaborative group workshops. A significant portion of the course is dedicated to hands-on exercises where participants will work with sample data sets to practice isolating program effects, converting data to monetary values, and calculating ROI using established formulas. Interactive discussions and peer-to-peer feedback sessions are integral, allowing participants to share challenges and solutions from their own organizational contexts. The focus is on building practical skills and confidence, ensuring that every attendee leaves with a clear, step-by-step process they can immediately apply to measure and demonstrate the value of their own training and human capital initiatives.

Course Agenda (Course Units):

Unit One: Foundations of Human Capital and Strategic Measurement

- Defining human capital and its strategic importance to the organization.
- The evolution of HR from an administrative function to a strategic partner.
- Introduction to key human capital metrics and workforce analytics.
- Linking training initiatives to critical business performance indicators (KPIs).
- Distinguishing between training evaluation, effectiveness, and ROI.
- Understanding the chain of impact from learning activities to business results.
- Identifying and overcoming common barriers to measuring HR and training ROI.

Unit Two: Core Methodologies for Evaluating Training Impact

- A comprehensive review of the Kirkpatrick Model of Evaluation (Levels 1-4).
- Level 1: Measuring reaction and planned action effectively.
- Level 2: Assessing knowledge acquisition and skill development.
- Level 3: Evaluating the application and implementation of learning on the job.
- Level 4: Analyzing the resulting business impact and outcomes.
- Introducing the Phillips ROI Methodology as the fifth level of evaluation.
- Case study workshop applying the Kirkpatrick Model to a corporate training program.

Unit Three: The ROI Process and Data Collection Strategies

- Developing a detailed evaluation plan and establishing baseline data.
- Choosing appropriate data collection methods for each evaluation level.
- Mastering techniques for isolating the effects of the training program.
- Applying control groups, trend line analysis, and forecasting methods.
- Estimating the influence of other factors on performance improvement.
- Strategies for ensuring the credibility and reliability of collected data.
- Practical workshop on designing a comprehensive data collection plan.

Unit Four: Converting Data to Monetary Value and Calculating ROI

- Methods for identifying and valuing both hard and soft data.
- Techniques for converting intangible benefits like engagement and innovation into monetary values.
- Accurately calculating the total direct and indirect costs of a training program.
- Applying the ROI formula: (Net Program Benefits / Program Costs) x 100.
- Calculating and interpreting the Benefit-Cost Ratio (BCR).
- Analyzing, interpreting, and presenting ROI results for different audiences.
- Hands-on exercise: Calculating the complete ROI from a complex data set.

Unit Five: Reporting, Communicating, and Sustaining Impact

- Developing a clear and compelling business impact report.
- Techniques for presenting ROI findings to senior executives and stakeholders.
- Crafting a credible narrative that tells the story behind the data.
- Anticipating and addressing skepticism and challenges from leadership.
- Using ROI analysis to forecast the value of future training programs.
- Integrating the ROI methodology into the entire L&D project lifecycle.
- Final project: Outlining an ROI study for a program in your organization.

FAQ:

Qualifications required for registering to this course?

There are no requirements.

How long is each daily session, and what is the total number of training hours for the course?

This training course spans five days, with daily sessions ranging between 4 to 5 hours, including breaks and interactive activities, bringing the total duration to 20 - 25 training hours.

Something to think about:

If a training program significantly improves employee morale and innovation but shows a negative financial ROI, how should an organization decide on its future?

What unique qualities does this course offer compared to other courses?

This course distinguishes itself by moving beyond theoretical frameworks to provide a rigorously practical, step-by-step methodology for calculating training ROI. While many courses discuss evaluation models, this program focuses intensely on the most challenging aspects: isolating the specific impact of a program and converting abstract, intangible benefits like improved leadership or teamwork into credible monetary values. Participants will not just learn the formulas; they will engage in hands-on workshops using realistic data to master the conversion process. Furthermore, a unique emphasis is placed on the art of communication. The final unit is dedicated to building a compelling narrative around the data and presenting findings in a way that resonates with senior leadership and financial stakeholders. This strategic focus ensures that the skills learned are not just analytical but also influential, empowering participants to effectively demonstrate the business value of human capital investments and secure ongoing support for critical development initiatives.