



## **Program Impact Summary Report**

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## Introduction

The Program Impact Framework is a value-added set of tools provided to partner organizations that allows you to maximize the impact of these educational programs on your business metrics. As part of its program impact framework, The Corporate University, Kent State University at Stark deploys questionnaires to participants approximately three months after completion of the learning experience. The purpose of the program impact questionnaire is to measure and analyze how participants are utilizing the knowledge, skill, and tools on the job. The following report contains the results collected from 174 participants of The Corporate University.

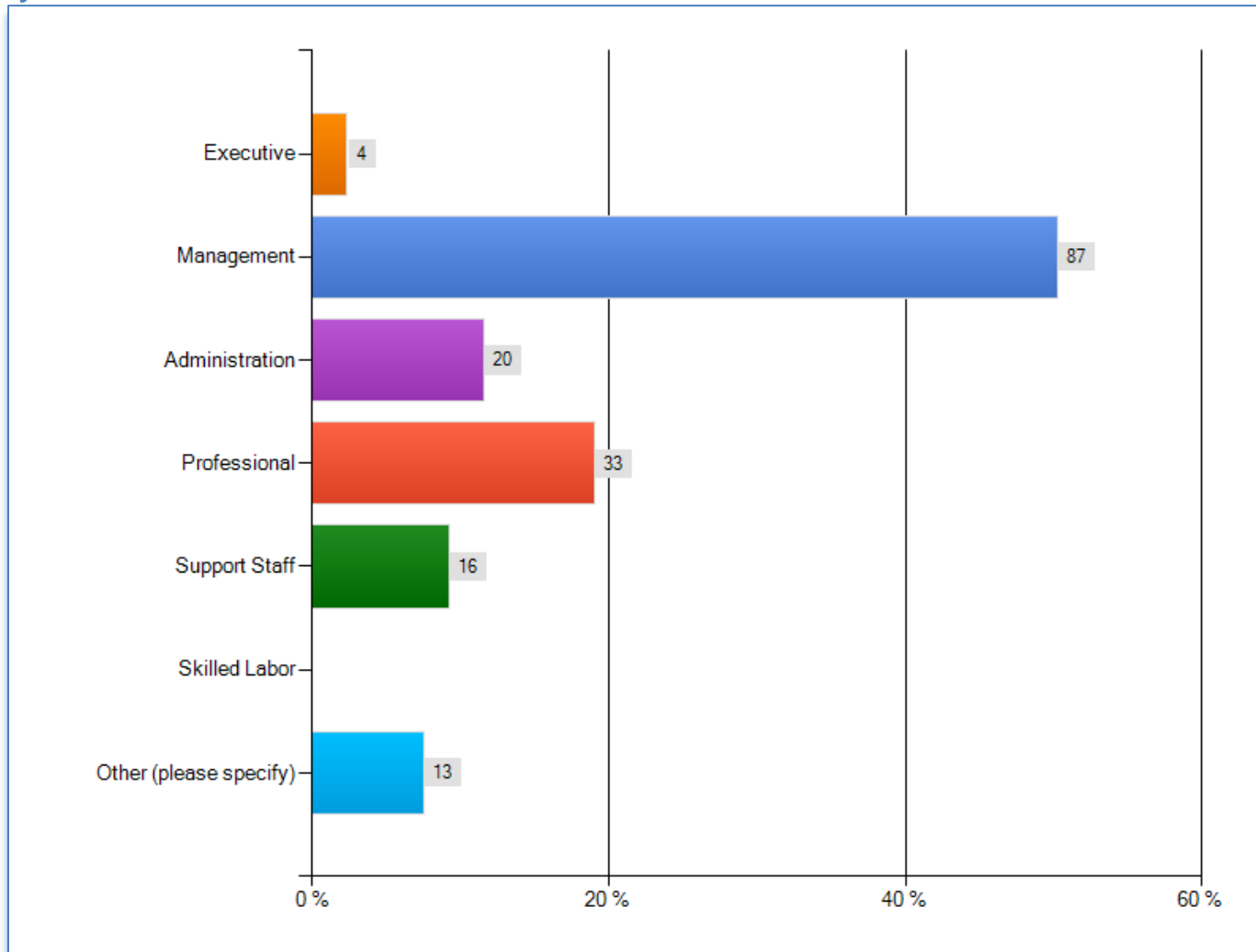
The research professionals of The Corporate University, Kent State University at Stark have compiled and analyzed the questionnaire responses providing a summary of data collected. This summary report is organized into the following sections:

- Summary Results
  - Employee Position
  - Work Time Requiring the Knowledge and Skills Learned in the Program
  - Knowledge and Skills Directly Applied to the Job
  - Agreement with Statements regarding Program Impact
  - Program Impact on Business Metrics
  - Verbatim Responses to Open-Ended Questions

## Summary Results

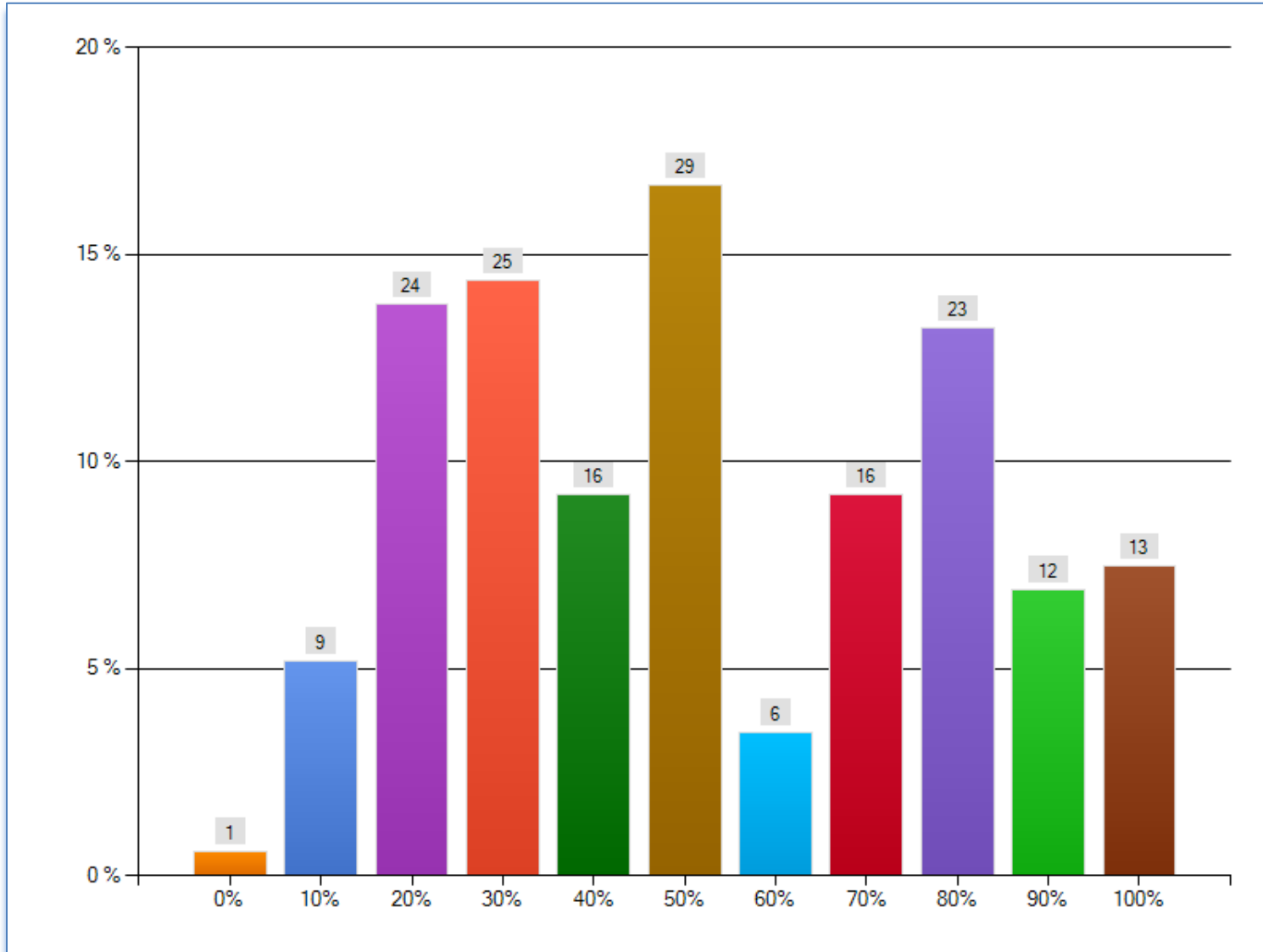
The figures below and on the following pages represent a summary of all the survey responses.

Figure 1: Employee Position



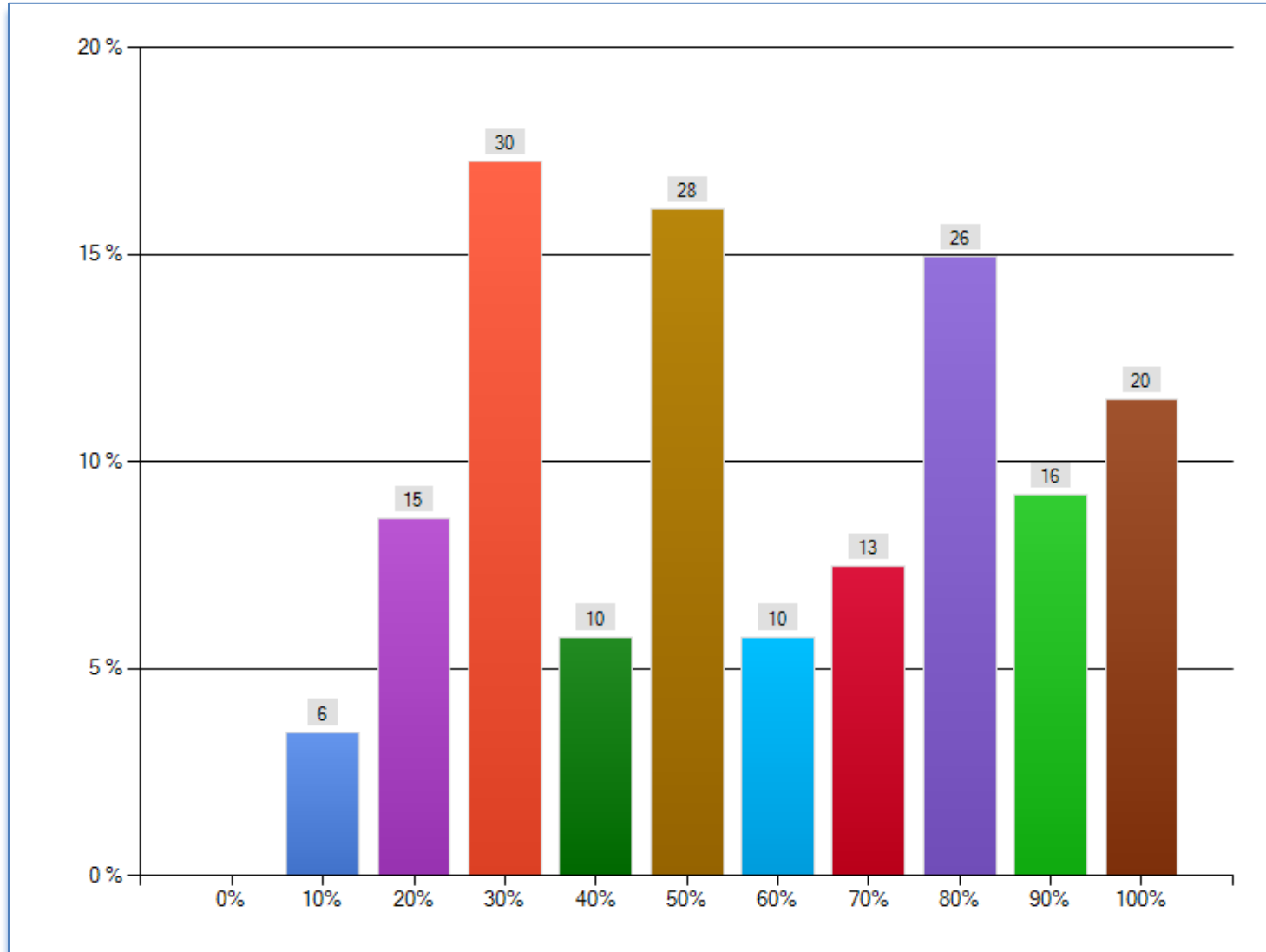
As displayed in the figure above, the majority of participants reported their position type as a management or professional.

Figure 2: Work Time Requiring the Knowledge and Skills Learned in the Program



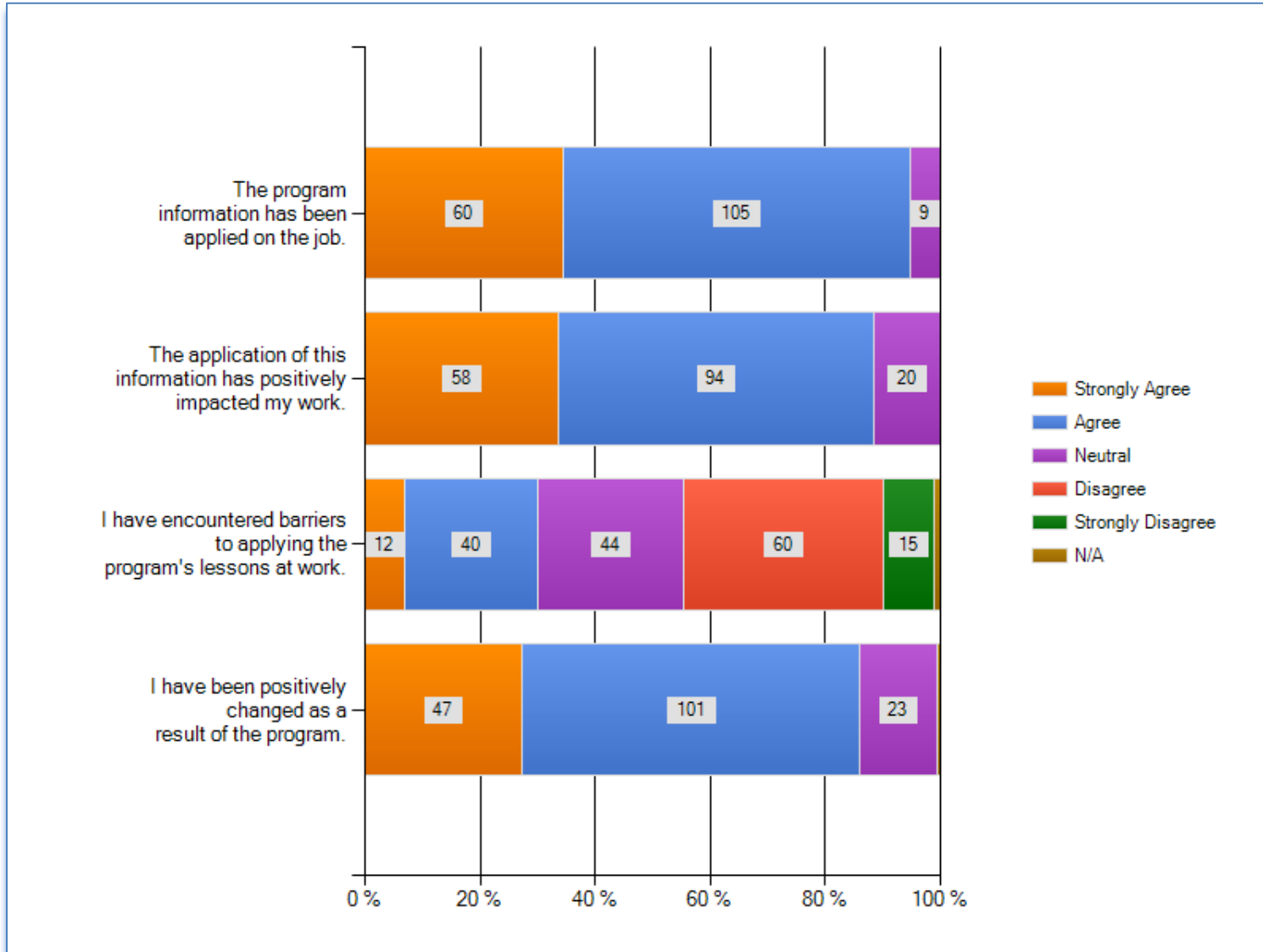
As represented in the figure above, participants were asked to report the percentage of work time requiring the knowledge and skills that were presented in the program. The participants reported that, on average, 52 percent of their work time required the knowledge and skills learned from the program.

Figure 3: Knowledge and Skills Directly Applied to the Job



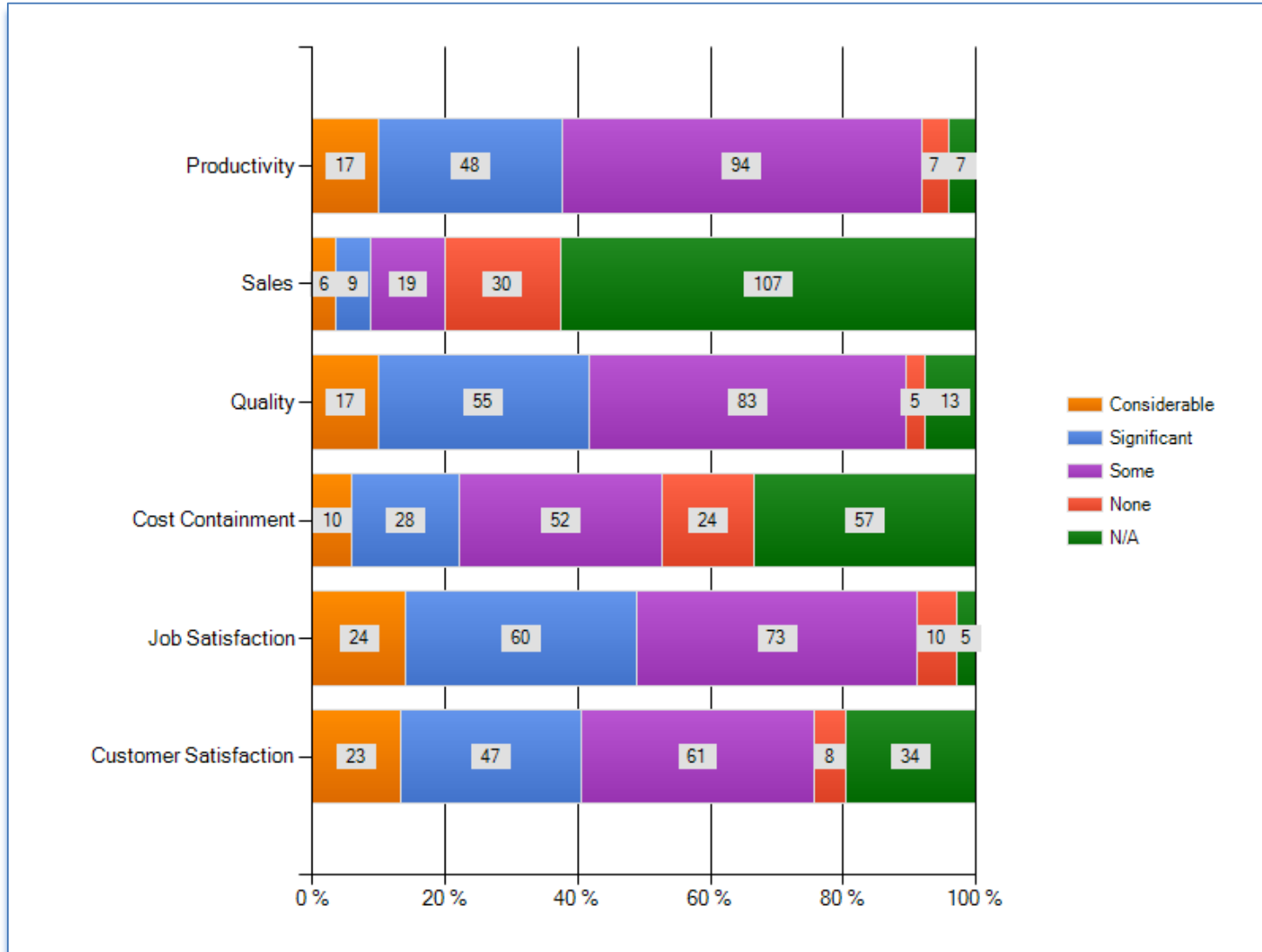
As represented in the graph above, participants were asked to report the percentage of knowledge and skills learned in the program directly applied to the job. The participants reported that, on average, 58 percent of the knowledge and skills presented in the program were applied directly to the job.

Figure 4: Agreement with Statements regarding Program Impact



As represented in the figure above, most respondents indicated they had applied the program information on the job and it has positively impacted their work, as well as themselves. The participants' responses also indicated that some respondents have encountered barriers applying the information at work, although more reported not encountering barriers.

Figure 6: Program Impact on Business Metrics



As represented in the figure above, participants were asked to indicate the extent to which their educational experience has improved business metrics. Most respondents indicated improvement with all of the business metrics that they deemed applicable to their positions. The greatest improvement was noted in the areas of job satisfaction, customer satisfaction, productivity and quality.

Table 1: Verbatim Responses to Open-Ended Questions

| Comments:   |
|---|
| This was an excellent program. I highly recommend it.   |
| Very educational and I use what I have learned everyday - Awesome training!   |
| Excellent courses that were taught very well.   |
| Although I haven't been a project lead yet, these learned skills apply to teams I currently participate in. Makes me a better participant.  |
| Excellent classes with very practical applications.   |
| This was an excellent class. It would be great if there was a follow up class or additional class.  |
| Old habits and characteristics of some of our crew die hard.  |
| I enjoyed taking these classes very much. my certificate is hanging on my office wall. I would take more classes if my company would ask me to without hesitation.  |
| I am currently out of work, but am responding as if I were employed in a similar role   |
| Information is not applicable to some projects.   |
| Currently unemployed, but answering in a positive mode, as I am very impressed with this course / trainer.  |
| Quite helpful in performing my daily production duties.   |
| A few people can't change the organization, but the knowledge I gained has helped me in my approach to Project Management   |
| Trying to find the time to evaluate decisions per the training outline.   |
| Please describe any barriers that you have experienced applying the program information at work.  |
| Certain personality types can be a barrier.   |
| No real barriers  |
| Cultural barriers   |
| Applying project management principles in an organization that does not understand the value of project management is challenging.  |
| None  |
| Cooperation and buy-in from fellow employees.   |
| N/A   |
| People's resistance to change. My change.   |
| Extreme management changes have limited my ability to apply all lessons.  |
| Please describe how your work has been impacted as a result of the training:  |
| I feel that several staff appreciated being able to voice feelings and concerns.  |
| I was re-introduced to several base concepts that allow me to communicate more effectively and interface with my reports, equals, and superiors in a more effective manner.   |
| Greatly improved all communication among team members. Engaging others and knowing those who work for you have increased productivity.  |
| I feel I am better prepared to handle stressful situations, say no to people when appropriate, listen more actively, communicate better, and be a better leader/manager.  |
| I have currently been asked to organize an event that I had no prior knowledge of so I am starting from scratch with several good ideas for bringing the event to fruition.   |
| Better relationships with the team I lead. More productive angles of approach to various work challenges and opportunities.   |
| The program has made me a more effective communicator and leader.   |
| Although I haven't been a project lead yet, these learned skills apply to teams I currently participate in. Makes me a better participant.  |
| proper ways to motivate, communication improved, common courtesy to my fellow employees, respect.   |
| This has helped me to have a better relationship with my team which has opened up the way to more effective managing and motivation.  |
| I now realize now coaching /interacting with our agents is not just my giving them my opinion, but listening to their ideas and suggestions and then discussing performance opportunities and giving suggestions and discussing those to overcome difficulties. (And never put them in an awkward situation in a public place.) |
| This training has brought awareness to how I write and respond to staff and clients.  |
| Managing a sales team, this has given me very effective and practical ideas and techniques to improve my performance and that of my department.   |
| Enabled me to make a career transition to quality assurance from operations management at a late stage in my professional life, i.e., allowed me to "reinvent myself".  |
| Handle difficult situations much better.  |

I go over email I before I sent them out and check if I applied what I learned in Tim's class.

Allows me to set up time lines for final equipment delivery and scheduling personnel for customer delivery requirements.

Since our crew attended the seminar we have had better understanding and communications around the whole process and expectations in running projects. Most everyone is using the same language and better understands the importance of scheduling and documentation.

It helped me to recognize the strengths and weakness of employees

Training of others allows for a basis and understanding in discussions

Scheduling of work is much clearer. It has helped the entire team in looking and planning ahead.

Just a better understanding of how to handle people/communication situations that arise with my job.

It helps me to deal with people more effectively, and manage in a more firm, fair, and consistent manner.

I approach people with a more problematic stance and try not to react with emotion or with a knee jerk response but rather a pragmatic and logical problem solving approach. I also go out of my way to thank employees for positive performance. I would recommend this course work to any person in my position.

We have implemented programs that keep the organization in compliance.

It's provided a much better view for "Learning to see" and aided with upcoming Green Belt Trainees.

I wish I had this training years ago, as it would have definitely impacted my activities in a positive way.

Overall more positive attitude when approaching sensitive communication situations. Removing my emotions from the issues. I can't exactly tell you many specifics learned in the class yet as I write this I realize I am much more aware and because of that have corrected some flawed communication issues I had. I wouldn't have been so aware had I not taken the class. So the information is in there (my mind) somewhere.

Provided tools to help organize and perform tasks efficiently.

I think before talking, to see how the other person is going to respond.

Created structure around projects. Provided customer with realistic expectations.

My work is done on time and accurately. It has freed up time to work on the more time consuming tasks that normally I was putting off until absolutely necessary.

I am a better communicator and my customers have let me know they appreciate me listening to them.

Some information learned has helped determine viable projects therefore eliminating wasted time that would not have been realized until well into the project. I also learned to ask more detailed questions to the customer to better realize the customers project desired result.

I hope to apply asap to a new position as a purchasing professional

I have learned new and better methods of dealing with and motivating people.

I Haven't had time to implement the problem-solving flowchart, but the ideas gained helped me work on communication w/ other departments/colleagues that helped me do my tasks. If nothing else, the encouragement of class discussion helped me emotionally and motivationally to keep at it and incorporate ideas to help resolve my daily work "problems".

I learned that what I was doing was correct. This was comforting to know because obviously the party requesting I attend should have been present & they would have learned how to deal with a situation.

My project are more organized and are brought to a close.

One of the biggest time savers was learning how to manage all the e-mail interruptions. Also, good pointers on how to handle individuals who come up to my desk to chat - learned how to limit this interruption and yet maintain good customer satisfaction. Feel more in control of my day - and therefore my workload.

Able to see both sides of the issue to find resolution; and to work as a team at problem solving. Stressed communication

**EXPECTATIONS AND ACCOUNTABILITY HAVE IMPROVED TREMENDOUSLY**

Through the training, I learned best practices for Project Management. Although I've had organizational challenges implementing some of these practices, I have been able to change my approach / thinking in regards to how I manage others, the timeline, the overall project. I would say the 3 days I spent on this course was well worth it, even if I'm only implementing a portion of those best practices.

Feel better prepared to communicate with direct reports and co-workers in an effective way, ready to make decisions/solve problems in a structured manner.

My job responsibilities have changed since taking this course. I now am responsible for portfolio management so I oversee the project managers in my area.

I allow myself the confidence to say no. I organize and thoroughly research information to be cost effective and allow myself enough time to manage my projects.

I have noticed a difference in my listening skills due to the paraphrasing that was taught in this class. The "communicator" is the one not listening to themselves when they speak and not clearly saying what they want or need.

I have become more efficient at dealing with the different personality types when issuing discipline in a constructive manner.

|   |
|---|
| The area of my work that has been most impacted as a result of this training is the ability to "read people". My knowledge of the different communication styles has allowed me to adapt to individual situations based on the communication style being exhibited; therefore making me a better supervisor overall.                              |
| I am a much more effective delegator.   |
| I attended the training on my own time and money as my employer didn't see a direct benefit and as too expensive.   |
| Allows my communication ability to be overwhelmingly productive in my work environment with greater understanding of my drivers as well as my team.   |
| Most useful tips to improve customer service- keep it authentic; determine what can go wrong; come up with solutions; empower employees to fix problems on the spot; good or bad let customer know what's happening; ask top 2-3 employees what needs fixed; pay attention; it costs 6 times more to get a new customer than to keep an existing. |
| Andrew Sanderbeck was extremely engaging and knowledge was assimilated easier, in part to his presentation.   |
| Dor those difficult personalities; I've learned a few quick concepts to create a neutral atmosphere.  |
| Teams are a major part of our business and working together helps a company grow.   |
| The session I attended had a great impact on me as I am a member of Marathon's Diversity Team. I was able to bring back info. to the Team regarding communicating with the different generations that we have at our place of business. The session was great as was the instructor.  |
| Understanding the different generations has provided me with better interaction with my supervisor and peers.   |
| We do have all ages of associates and understanding where they are coming from helps point them in the right direction.   |
| Has helped in setting new performance objectives for direct reports for 2009.   |
| I've integrated with this a previous seminar that I had attended called coaching for success, I've used this to help analyze individuals strengths and have coached some to utilize their strengths to improve their potential with some positive results.  |
| Improvement in clear and concise communication.   |
| I'm a believer that we never get enough education as we progress in life. New ideas encourage innovative thought process and comma; enabling us to be better thinkers on and off the job.   |
| It is limited. The class appeared to be geared more towards Delegation 101. For someone who struggles in this area or is just starting in management this class would be helpful.   |
| I feel I am better able to relate to employees.   |
| This course provided an improved organized method for managing projects I currently do today.   |
| <b>Is there anything that could have helped you to better apply the training on-the-job?</b>  |
| It's truly a matter of applying what was learned when back in work mode AND doing it consistently.  |
| I liked the modules that had case scenarios to work through. This puts some traction to the action.   |
| None that I can think of. I thought the program was very well presented - thank you.  |
| I think overall the program was very good. It was beneficial, insightful, and the instructors were engaging with our group. Thanks KSU Stark!   |
| N/A   |
| No.   |
| Not really, was really pleased with the direction the training went. It was a great outline of principles as it applies to project management, not only in the workplace but in life.   |
| NA  |
| No  |
| Nope  |
| Not at this time  |
| A follow-up review and coaching session with our team after trying to implement more of what we have learned.   |
| No. Bob is an excellent instructor and includes a great mix of practical applications   |
| A lot of the information presented during the training was information I have gained in my 31 years on-the-job. There were things that I did learn, however, and overall the class was very good and was well presented.  |
| Not from the program. Benefit may be in additional follow-up/review with instructor (that we still may do later in the project).  |
| I do not think so, the rest is up to me to review the information periodically and to apply it all.   |
| Not that I can think of.  |

not really. I found the course material to be interesting and informative. I like getting alternate points of view even if I feel it may not apply to my direct circumstance.

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I really enjoyed the training and felt all the information was very applicable.

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I wouldn't change anything, excellent program

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I would not change anything - very happy with the results - just wish I were able to apply the new knowledge. Hopefully when re-employed, I can utilize the benefits.

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Maybe more concrete "tricks" to remember when communicating. Memorizing a few major concepts before we leave class. Maybe "flags" that I am not communicating effectively. It is such a hard concept to make concrete anyway. Every situation is different. I really need to revisit the class notes etc... to remind myself yet I have not done this.

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No, the teacher did a great job!

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Short and long versions of project management. Not everything is a full blown project. Tools to hit key areas for smaller projects would be helpful.

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No, I think the techniques that were given in the course and the exercises used to better visualize what needs to be done in a planned out task list are exactly what was needed to help show me ways I can grow in my job.