

Table of Results from Phillips & Phillips
(2010) for Specific Measures as Rated by
CEOs



Measure	We Currently Measure This	We Should Measure This in the Future	My Ranking of the Importance of This Measure	
			Average	Rank
a. Inputs: “Last year, 78,000 employees received formal learning”.	(90) 94%	(82) 86%	6.72	6
b. Efficiency: “Formal learning costs \$2.15 per hour of learning consumed”	(75) 78%	(79) 82%	6.92	7
c. Reaction: “Employees rated our training very high, averaging 4.2 out of 5.”	(51) 53%	(21) 22%	7.15	8
d. Learning: “Our programs reflect growth in knowledge and skills of our employees.”	(31) 32%	(27) 28%	4.79	5
e. Application: “Our studies show that at least 78% of employees are using the skills on the job”	(11) 11%	(59) 61%	3.42	4
f. Impact: “Our programs are driving our top five business measures in this organization.”	(8) 8%	(92) 96%	1.45	1
g. ROI: “Five ROI studies were conducted on major programs yielding an average of 68% ROI.”	(4) 4%	71 (74%)	2.31	2
h. Awards: “Our learning and development program won an award from the American Society for Training & Development.”	(38) 40%	(42) 44%	3.23	3

Note: The first column gives the percentage of CEOs who checked each item as a measure being reported; the second column gives the percentage indicating that it should be reported; and the third column gives the average ranking number for the group, recognising that the lower the number, the higher the ranking.

Phillips, J. J., & Phillips, P. P. (2010). *Measuring For Success: What CEOs Really Think About Learning Investments*. ASTD Press: Alexandria, Virginia.