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Sustaining the Process -- Benefits of This Approach -- Final Thoughts -- Chapter 5: Start with Why: Align Programs with the Business -- Impact Measures are Critical -- The Challenge -- The Alignment Model -- Payoff Needs -- Business Needs -- Final Thoughts -- Chapter 6: Make It Feasible: Select the Right Solution -- Performance Needs -- The Performance Dialogue -- Use Analysis Techniques -- Learning Needs -- Preference Needs -- Matching Solutions to Needs -- The Matrix Diagram -- Selecting Solutions for Maximum Payoff -- Final Thoughts -- Chapter 7: Expect Success: Design for Results -- The Power of Expectations -- Defining the Success of Programs -- Designing for Results at Each Level -- Developing Objectives at Multiple Levels -- The Power of Objectives -- Defining Roles and Responsibilities -- Planning the Evaluation. Final Thoughts -- Chapter 8: Make It Matter: Design for Input, Reaction, and Learning -- Communicating with Results in Mind -- Changing the Role of Participants -- Creating Expectations -- Think ROI -- Design Input for Results -- Design Reaction for Results -- Design Learning for Results -- Data Collection for Input, Reaction, and Learning -- Timing of Data Collection -- Final Thoughts -- Chapter 9: Make It Stick: Design for Application and Impact -- Data Collection for Application and Impact -- Monitoring Business Performance Data -- Selecting the Appropriate Method for Each Level -- Timing of Data Collection -- Built-In Application Tools -- Involving the Participants' Manager or Significant Other -- Final Thoughts -- Chapter 10: Make It Credible: Isolate the Effects of the Program -- The Importance of Pinpointing the Contribution -- Preliminary Issues -- Quantitative and Research Isolation Methods -- Qualitative Isolation Methods -- Select the Method -- Final Thoughts -- Chapter 11: Make It Credible: Convert Data to Monetary Value -- The Importance of Monetary Value -- Key Steps in Converting Data to Money -- Standard Monetary Values -- When Standard Values are Not Available -- Selecting the Technique -- Final Thoughts -- Chapter 12: Make It Credible: Identify the Intangibles -- Why Intangibles are Important -- Measuring and Analyzing Intangibles -- Final Thoughts -- Chapter 13: Make It Credible: Capture Costs of the Program and Calculate ROI -- The Importance of Costs and ROI -- Fundamental Cost Issues -- Specific Costs to Include -- Cost Tabulation in Action -- The ROI Calculation -- Other ROI Measures -- Final Thoughts -- Chapter 14: Tell the Story: Communicate Results to Key Stakeholders -- The Importance of Communicating Results -- Principles of Communicating Results -- The Process for Communicating Results. Step 1: Analyze Reason for Communication -- Step 2: Plan for Communication -- Step 3: Select Audience -- Step 4: Develop Reports -- Step 5: Select Media -- Step 6: Present Information -- Step 7: Analyze Reaction -- Final Thoughts -- Chapter 15: Optimize Results: Use Black Box Thinking to Increase Funding -- Process Improvement is the Key: Black Box Thinking -- Making Adjustments in Programs -- The Timing of Changes -- Increasing ROI -- Influencing Allocation -- Final Thoughts -- Chapter 16: Forecast the ROI -- The Importance of Forecasting ROI -- The Trade-Offs of Forecasting -- Pre-Program ROI Forecasting -- Forecasting with a Pilot Program -- ROI Forecasting with Reaction Data -- Forecasting Guidelines -- Final Thoughts -- Chapter 17: Make It Work: Sustaining the Change to a Results-Based Process -- Overcoming Resistance -- Assess the Climate -- Develop Roles and Responsibilities -- Establish Goals and Plans -- Revise Guidelines and Procedures -- Prepare the Team -- Initiate ROI Studies -- Prepare the Management Team -- Remove Obstacles -- Monitor Progress -- Final Thoughts -- References -- Appendix A -- Appendix B -- Appendix C

