

The Radial Method[©]



AIMS

The method aims to solve the perennial problems facing managers and sponsors of 'people investment' initiatives such as training and coaching programmes:

- ✦ how to measure the return on what are often seen as intangible benefits?
- ✦ how to be sure that it is a specific initiative that is having impact?
- ✦ how to put all this in a simple but compelling form for the board presentation or 'lift speech'?

What's more, the approach aims to be quick, simple and inexpensive to put into practise.

Overview

The approach combines traditional return on investment and expectation analysis techniques with a structured approach for examining and correlating anecdotal, perceived, indicative and hard data evidence of an initiative's impact - or a department's full portfolio of 'people investments'.

A range of perspectives are adopted to build a compelling picture of what an initiative is delivering, looking at trends over a period of time as well as in a snapshot.

In addition to (optionally) using financial, performance and other tangible data, meaningful anecdotes, experiences and personal insights are gathered using a combination of methods (usually involving brief interviews and focus group workshops).

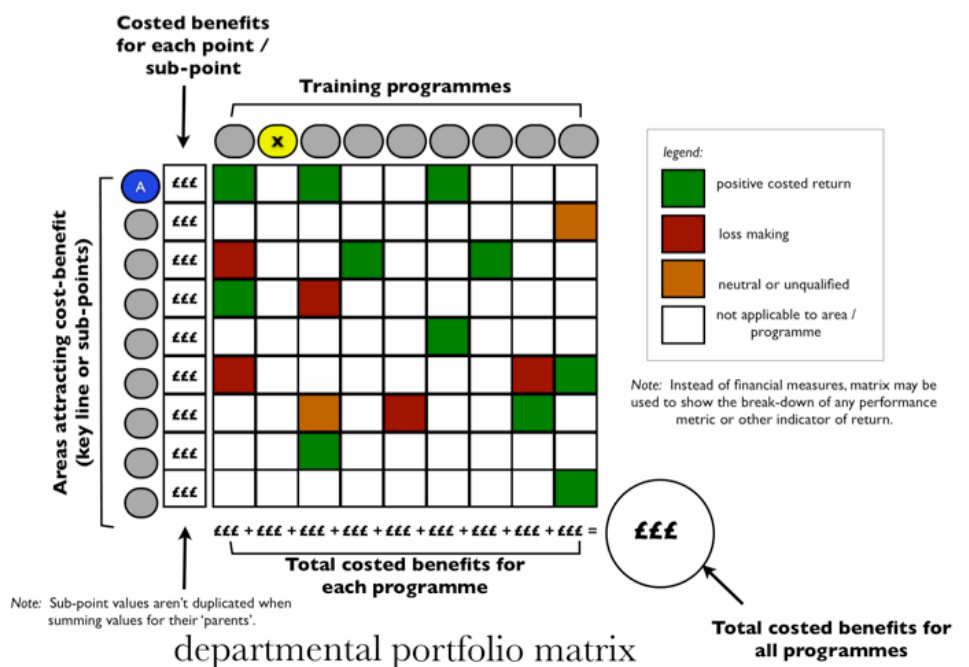
A structured method is used for making sense of all available information, following an adapted version of *The Pyramid Principle*^[1], a popular consulting method for making sense of complex information.

This uses logical reasoning to show how different strands of evidence of impacts are related. In turn, this adds up to a compelling conclusion and insight.

'Returns' need not be financially-based. For example, public sector organisations do not generally wish to assess impacts in commercial terms.

However, evidence which can be costed may optionally be subject to cost-benefit analysis, at least to assess financial performance against threshold targets (e.g. achievement of break-even). Future projections of the expected sustainable value of the initiative or similar initiatives may also be derived if required.

This method provides compelling support for a range of key lines of inquiry, usually stated as the objectives for a study. These typically include examining the effectiveness of an initiative as well as its return in financial, performance or other terms.



Outputs

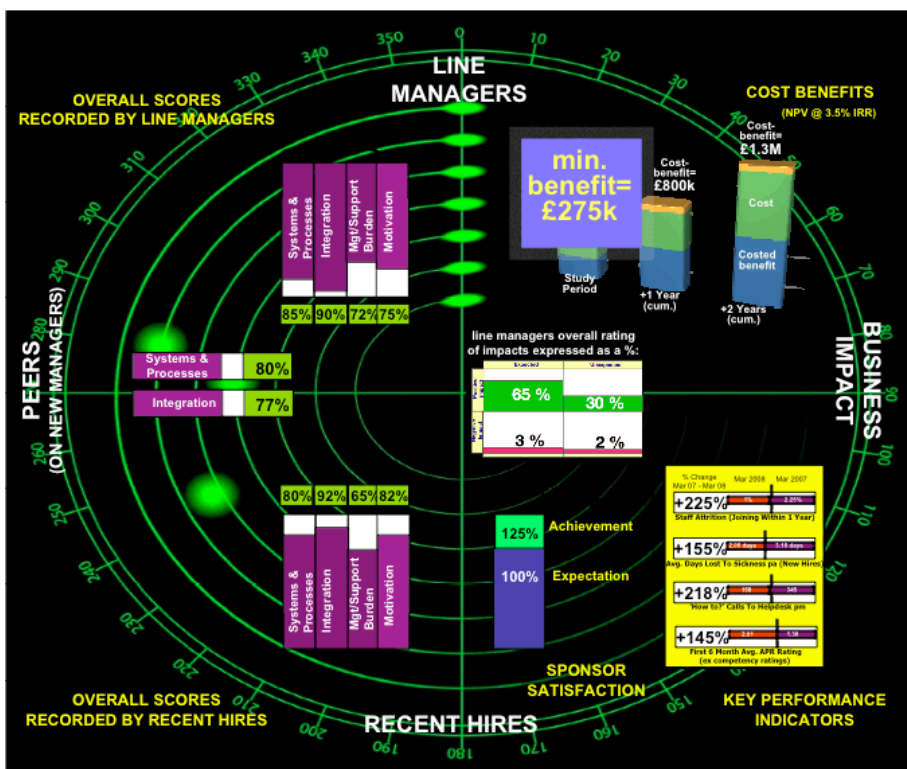
Key outputs of the approach are:

- ◆ key metrics, presented graphically
- ◆ effectiveness appraisal, including SWOT analysis and recommendations
- ◆ investment return appraisal
- ◆ comprehensive detailed analysis, backed by Microsoft Excel data tables
- ◆ comprehensive listing of sample anecdote 'stories' (anecdotes of real impacts and experiences)
- ◆ simple, instantly explained graphical and narrative reporting for senior executives (including a brief Microsoft Powerpoint slide-set).

APPLICATIONS

The method can be applied to virtually *any* initiative involving the development of human capital, including

- e-learning programmes
- Action learning sets
- Core training programmes
- Leadership development
- Situational leadership
- Graduate development
- Induction programmes
- Manager as coach training
- In-house coaching or mentoring programmes
- Accreditation programmes (and support for award applications)
- Competency frameworks
- Talent management
- Career development
- Organisation change programmes
- Post merger integration
- Organisation wellness
- Regulatory compliance
- Programme and department portfolios.



[1] *The Pyramid Principle*, Barbara Minto, 1987, Prentice Hall