ROI INSTITUTE®

Evaluation Summary

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insights® indeed

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Indeed

With more than 13,000 employees, Indeed is the #1 job site worldwide[1] with over 300M unique visitors every month.[2] Indeed strives to put job seekers first, giving them free access to search for jobs, post resumes, and research companies. Every day Indeed connects millions of people to new opportunities.

Insights

Insights is a people development company that works with businesses across the globe - helping them to improve the effectiveness of individuals and build better teams across organizations.

Insights' solutions are based on verified psychology, with a focus on building a foundation of awareness for individuals, teams, and leaders to understand themselves and others better, improving their relationships in the workplace.

At the heart of this awareness journey is Insights Discovery, a psychometric tool and engaging learning experience which uses a memorable four-color model to help individuals understand their behavioral preferences, communication styles, and the value they - and others - bring to their team.

Insights at Indeed

Insights and Indeed have had a longstanding partnership since 2014, generating over 15,278 personal profiles and accredited 29 practitioners.

These practitioners are part of the L&D team at Indeed and are qualified to deliver the Insights Discovery program and have been an integral part of creating and championing the learning journey that has made this program such a success.

With dedicated teams within both Insights and Indeed, they were able to collaborate and evolve this program, which now ensures every new Indeed starter receives their own personal profile within 3-6 months of employment.

The Insights and Indeed partnership spans the globe, working together across regions including Australia, Europe, Canada, Asia, South America, and the US. Over the course of several years, the Insights Discovery learning journey has been adapted to create a global standard that learners can experience consistently regardless of their location or language. As a result, the sample used for this study was also global, including translating the surveys to ensure that learners could contribute in their own language.

Indeed uses three categories of learning pillars (individual, team, and leader), with the Insights Discovery learning journey primarily focused on supporting and developing team effectiveness. Indeed worked closely with Insights to create a blended learning pathway that brings together the Insights Discovery personal profile with facilitated workshops, e-learning, team activities, and a host of resources to keep the learning alive.

At Indeed, individuals are held accountable for their own learning and are encouraged to progress through this program by tracking their different learning tasks within their LMS system. However, one of the key contributing factors to the success and results of this learning journey is the support and toolkits available to Managers.

Managers have access to a learning library of materials that encourages them to support learners in continuing their personal development. It is this combination of self-led learning, development accountability, and management support that has successfully embedded this Insights learning journey into the Indeed culture.

The ROI Methodology®

The ROI Methodology® is the most used evaluation system. This methodology is implemented in over half of the Fortune 500 companies and many governments, nonprofits, and public institutions throughout the US and 70 countries.

The framework of the ROI Methodology categorizes evaluation data into five levels, as shown in Table 1., revealing a complete story of program success.

Table 1. Five-Level Evaluation Framework.

Level	Measurement Focus
1. Reaction & Planned Action	Measures participant satisfaction with the program and captures planned action.
2. Learning	Measures changes in knowledge and skills.
3. Application & Implementation	Measures changes in behavior and specific actions on the job to make the program successful.
4. Business Impact	Measures changes in business impact measures.
5. Return on Investment (ROI)	Compares the monetary benefits to the costs.

The ROI Methodology is designed to be easy to use, valid and reliable, and CEO and CFO-friendly. To achieve this, a dozen standards, labeled guiding principles, guide the use of the methodology to make the ROI evaluation studies conclusive, credible, and conservative.

1.   When conducting a higher-level evaluation, collect data at lower levels.

2.   When planning a higher-level evaluation, the previous level of evaluation is not required to be comprehensive.

3.   When collecting and analyzing data, use only the most credible sources.

4.   When analyzing data, select the most conservative alternative for calculations.

5.   Use at least one method to isolate the effects of a project.

6.   If no improvement data are available for a population or from a specific source, assume that little or no improvement has occurred.

7.   Adjust estimates of improvement for potential errors of estimation.

8.   Avoid use of extreme data items and unsupported claims when calculating ROI.

9.   Use only the first year of annual benefits in ROI analysis of short-term solutions.

10.   Fully load all costs of a solution, project, or program when analyzing ROI.

11.   Intangible measures are defined as measures that are purposely not converted to monetary values.

12.   Communicate the results of ROI Methodology to all key stakeholders.

Program Results

Reaction Results

Reaction measures the perceived value of the Insights Discovery Learning Program, and the results are as follows. The team members indicated that Insights Discovery is:

- **Important to their personal life/development**
- **A good use of their time**
- **Something they will recommend to others**
- **Important to their team**
- **Impactful/productive use of time**
- **Relevant to their needs**
- **Important to their work**
- **Something that made them feel connected/joyful/happy**

Learning Results

The extent to which the team members knew how to make the Insights Discovery Learning Program successful is measured at this level. The team members reported that they learned:

- **Personal opportunity areas for improvement**
- **Personal preference through their profile**
- **To recognize my colleagues' color energies/preferences**
- **To communicate with others**
- **To adapt to working with others**
- **To treat others how they like to be treated**
- **To empathize with others**
- **To collaborate with others**
- **To connect with their team by either dialing up or dialing down their color energies/preferences**

Application Results

Knowing what to do is one thing; doing it is another. Application measures the extent to which the team members are following the Insights Discovery journey. The team members indicated that have:

- **Adapted behavior to work with others more effectively**
- **Considered how their actions will impact others when making decisions**
- **Identified other people's preferences by observing their behavior**
- **Openly shared information and knowledge within the team**
- **Adjusted their approach to work when dealing with organizational and team-level changes**
- **Consciously assessed and looked for ways to improve processes**
- **Encouraged suggestions and ideas from all team members**
- **Used Insights Discovery in communication with their colleagues**
- **Trusted team members to execute in the areas of responsibility**
- **Effectively worked through differences of opinion**
- **Offered ongoing feedback to others**
- **Used Insights Discovery in challenging situations**
- **Used Insights Discovery to navigate the hybrid working environment**

Impact Results

The team members indicated that this program has influenced several tangible impacts. They range from easy to measure and value to hard to measure and value:

- **Retention**
- **Reduction in days to achieving proficiency**
- **Individual time savings**
- **Reduction in the time for promotion (months)**
- **Innovation**
- **Agility**
- **Other**

The team members indicated the amount of improvement caused by the Insights Discovery learning journey and their confidence in the data. The monetary benefits were derived through company records, experts, or team members. The total monetary benefits are:

Turnover reduction (n = 94)	$7,884,209
Reduction in days to proficiency (n = 56)	$25,313
Time savings (n = 98)	$541,852
Career progression (n = 89)	$364,430
Innovation (n = 44)	$649,285
Agility* (n = 55)	$596,871
Other (n = 18)	$159,855
Total	**$10,221,815**

An extreme value has been excluded from Agility.

Program Costs

The costs of the program, including direct and indirect costs are:

Program cost	$221,232
Certification/renewals	$47,450
Accreditation costs	$23,750
Administration/personnel	$90,811
Staff time	$85,621
Total	**$468,864**

The ROI Calculation

Using the total monetary benefits and costs, the Benefit Cost Ratio (BCR) and ROI are calculated.

$$BCR = \frac{Benefits}{Costs} \qquad ROI = \frac{Benefits - Cost}{Cost} \times 100$$

$$BCR = \frac{\$10,142,988}{\$468,864} \quad = 21.63 \qquad ROI = \frac{\$10,142,988 - \$468,864-}{\$468,864} \times 100 \quad = 2,063\%$$

For every dollar invested, that dollar is returned – along with an additional $20.63

Intangibles

When the measures are converted to money, they are considered tangible and are included in the ROI calculation. For those measures that cannot be converted to money credibly within a reasonable amount of time are left as intangible measures. This program has influenced some very important intangibles as follows:

- **Emotional intelligence**
- **Communication**
- **Collaboration (the action of working with someone to produce or create something)**
- **Teamwork (the combined action of a group of people)**
- **Engagement**
- **Inclusivity**
- **Team productivity**
- **Quality of work**
- **Stress**

Conclusions

This is a very significant program with impressive results. The conclusions are:

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Respondents reacted positively to Insights Discovery at Indeed

They learned important concepts from Insights Discovery

Respondents successfully applied what they learned

Indeed experienced significant impact due to Insights Discovery

Insights Discovery at Indeed provides almost $10 million in benefits and an ROI of 2063%

Important intangible benefits were delivered

Need More Information?

To understand the detailed steps of the evaluation process and how these values were developed, calculated, please see the complete report. For questions about the methodology, assumptions, process, and credibility of this study, please contact:

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About ROI Institute, Inc.®

ROI Institute, Inc., founded in 1992 as a service-driven organization, assists professionals in improving programs and processes using the ROI Methodology® developed by Dr. Jack J. Phillips and Dr. Patti P. Phillips. This Methodology is the global leader in measurement and evaluation including the use of return on investment (ROI) in non-traditional applications. ROI Institute regularly offers workshops, provides consulting services, publishes books and case studies, and conducts research on the use of measurement and ROI. This makes ROI Institute the leading source of content, tools, and services in measurement, evaluation, and analytics. Working with more than 100 ROI consultants and 45 partners, ROI Institute applies the ROI Methodology in 20 professional fields in more than 70 countries. ROI Institute authors have written or edited over 100 books, translated into 38 languages. Organizations build internal capability with the help of ROI Institute and its ROI Certification process. By successfully completing this process, individuals are awarded the Certified ROI Professional® (CRP) designation, which is respected by executives in organizations worldwide.

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