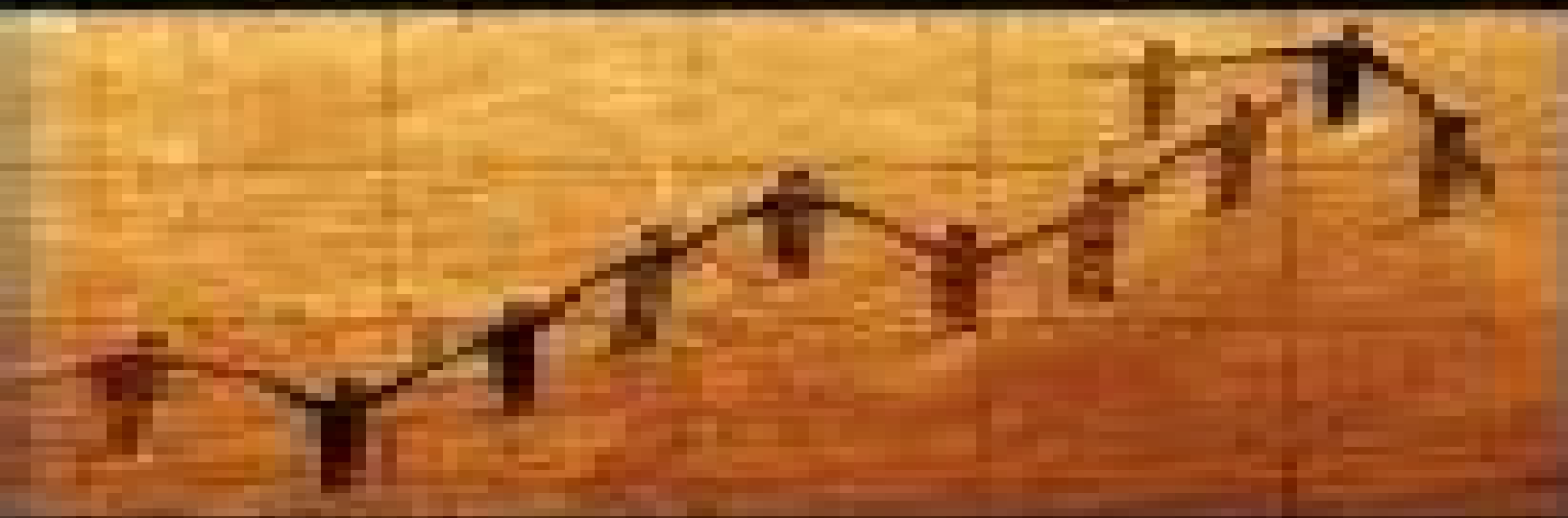


BOTTOM-LINE ORGANIZATION DEVELOPMENT

Implementing and Sustaining
Strategic Change For Lasting Value



Michael C. Anderson, Ph.D.

Bottom Line Organization Development Improving Human Performance

**Dana Gaines Robinson, James C.
Robinson, Jack J. Phillips, Patricia
Pulliam Phillips, Dick Handshaw**

Bottom Line Organization Development Improving Human Performance:

Bottom-Line Organization Development Merrill Anderson, 2004-02-18 Organization development practitioners have for over half a century engaged with organizations to help them grow and thrive The artful application of Organization Development OD has helped business leaders articulate vision rethink business processes create more fluid organization structures and better utilize people s talents While business leaders and OD practitioners intuitively believe that OD provides valuable results rigorous measurement of the value delivered has long eluded many OD practitioners Bottom Line Organization Development provides powerful tools to capture and measure the financial return on investment ROI of OD projects to the business Given the increasing competition for budget and resources within organizations and the requirements of demonstrating tangible results the need for such OD measurement tools is very high But in addition to proving the value of OD projects integrating evaluation into the change management process itself can actually increase the value of the change initiative because it opens up new ways of capturing and increasing the value of change initiatives In other words there is an ROI to ROI Merrill Anderson calls this new way of approaching OD strategic change valuation The book explains the five steps in the OD value process diagnosis design deployment evaluation and reflection In addition three case studies take readers through the process of applying bottom line OD to three types of popular strategic change initiatives executive coaching organization capability and knowledge management Readers will gain a holistic perspective of how to make the seemingly intangible benefits of these initiatives tangible

Bottom-Line Call Center Management David L. Butler, 2007-06-01 Bottom Line Call Center Management breaks new ground by addressing key skills and techniques in assessing and implementing effective management practices to maximize the human and capital resources at the call center manager s disposal Drawing on the author s unique data sets and years of research experience in the industry Bottom Line Call Center Management helps call center managers evaluate their current status implement cost effective changes and measure results of their changes to ensure a culture of accountability within the call center at all levels increasing the bottom line The processes include an evaluation of current customer service representatives defining delimiting and assessing the labor shed of the center and exploring the customer service representative s unique skills and leveraging those skills into a unique and dynamic work environment Likewise the process also determines the learning skills and competencies necessary to meet and exceed the basic requirements for all call centers Furthermore each step has a pre in process and post evaluation to ensure projects are progressing according to plan Lastly all evaluations are measured against the bottom line through a return on investment ROI model The framework for this book uses the culture of call centers defined and lived through the customer service representatives as the lens to view all processes measurements accountability and return on investment This framework is critical since there has been much emphasis on technology as a solution which treats the employees as a hindrance instead of the enablers of positive change Likewise customer service

representatives eventually act as strong determinants of success with the call center and thus the bottom line **Linking Learning and Performance** Toni Hodges, 2012-07-26 This book provides a step by step approach for developing learning and performance measures and a method for analyzing and reporting results The easy to use format serves as a quick reference featuring the necessary checklists to evaluate the situation and tools for immediate application in a number of organizational settings sales leadership and technical It will prove an invaluable resource for anyone involved in training HRD human resource measurement and evaluation and performance improvement ATD's Foundations of Talent Development Elaine Biech, 2018-09-28 Your Talent Development Atlas If you've been directing your organization's talent development effort during the last few years you might think you're on a journey without a map There are few published resources to guide you in a challenge that many experts promise will only become more urgent and necessary in the coming years Elaine Biech a legendary leader in training and development understands the road ahead and has partnered with ATD to present a new book that will point the way ATD's Foundations of Talent Development Launching Leveraging and Leading Your Organization's TD Effort Biech imbues this comprehensive volume with the energy and passion she has manifested in a career spanning more than three decades In her hands you have a trusted adviser who provides guidance leadership and direction to your organization Biech painstakingly guides you over 36 chapters taking you from developing your talent development strategy creating an operating plan and reinforcing your organization's talent development mindset through design and delivery measurement and evaluation and preparing for the future No matter where you are in your development you will be able to pick up this book and select chapters that describe how you can help your organization What's more Biech has included a new customized model to assist you Plus she's invited dozens of her friends and colleagues to contribute well known authors ATD subject matter experts and icons in the field to present a cross section of voices and approaches in the field In 2018 ATD celebrates its 75th anniversary by delivering ATD's Foundations of Talent Development its first published reference to the profession it leads and supports Think of this book as your professional atlas

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employee turnover has become a very serious problem for organizations Managing retention and keeping the turnover rate below target and industry norms is one of the most challenging issues facing business All indications point toward the issue compounding in the future and even as economic times change turnover will continue to be an important issue for most job groups Yet despite these facts employee turnover continues to be the most unappreciated and undervalued issue facing business leaders There are a variety of reasons for this for example the true cost of employee turnover is often underestimated The causes of turnover are not adequately identified and solutions are often not matched with the causes so they fail Preventive measures are either not in place or do not target the issues properly and therefore have little or no effect and a method for measuring progress and identifying a monetary value ROI on retention does not exist in most organizations Managing Employee Retention is a practical guide for managers to retain their talented employees It shows how to manage and monitor turnover and how to develop the ROI of keeping your talent using innovative retention programs The book presents a logical process of managing retention from identifying turnover costs and causes designing solutions that match the causes of turnover developing tools for tracking turnover and placing alerts when action is needed and measuring the ROI of retention programs

Trainer Basics George M. Piskurich, 2023-05-26 Answers the three key questions for new trainers What does a trainer do and why How can the skills be developed quickly How does a trainer apply knowledge Trainer Basics provides a clear concise explanation of the training function Veteran trainer George M Piskurich explains the basics of instructional design adult learning needs analysis evaluation presenting and facilitation It is a great tool for training beginning practitioners and subject matter experts new to the training field

Coaching that Counts Dianna L. Anderson, Merrill C. Anderson, 2005 As the field of business coaching has expanded and evolved over the last decade many different approaches to business coaching have been created The authors of Coaching that Counts have written a practical readable guide for developing delivering and measuring high value business coaching Coaching that Counts combines insights and practical experience about how to achieve transformational change through the strategic application and evaluation of leadership coaching The book provides expert guidance and is organized into three sections Part one looks at proven client centered approach to coach leaders within an organization with a focus on creating value for the individual Part two shows how to effectively manage coaching as a business initiative Part three provides knowledge ideas and tools to evaluate the monetary and intangible value of coaching

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