

Pembroke Organisation Development - Programme & Course Evaluation

Programme & Course Evaluation

In a society obsessed with measurement and proof, we recognise the pressure our clients have to evaluate the impact of training. Let's face it from the start; it is difficult. It is hard to determine whether the change in behaviour is purely a result of Pembroke's intervention. Other factors, such as business pressures or something as simple as a change in the weather can also have an impact on their own or together. The typical 'happy sheet evaluation' distributed at the end of many courses is at best an indication of the extent to which delegates believe the course to have been delivered well, not whether it has materially made a difference to the bottom line. All too often fantastic scores are achieved on such feedback forms yet two or three months later nothing seems to have changed back in the workplace. The outcomes of many training programmes are transient, and at worst may even reduce business performance, as a result of false expectations raised during the programme. At a practical level delegates leave Pembroke programmes with action plans in which the business goal is broken down into specific steps. Each step is 'SMART' (it's still a handy check), with clearly stated quantifiable and measurable outcomes. As Pembroke programmes are designed in relation to business goals, the extent to which these targets have been achieved or exceeded can be a good indication of the effectiveness and return on investment of the Pembroke programme. The examples listed below are taken with permission from an internal report from an international manufacturing company. The training that resulted in these impressive results took the form of a combination of in-house and residential training, cascaded throughout the organisation by company coaches trained by Pembroke. These were three projects of many that were undertaken, resulting in a 2000% return on investment for the company which generated the equivalent of c. £100m in additional revenue. {slide=Example 1. Click Here!}

Example 1

Whilst the manufacturing company illustrated in this example had introduced a total preventative maintenance policy it had not met with much success. Pembroke were able to identify and help the staff work through the underlying issues and set in place the steps which resulted in outstanding performance {/slide} {slide=Example 2. Click Here!}

Controlling timing is critical to high technology manufacturing. A number of measures had been tried previously but with limited success. Pembroke staff working closely with those involved in managing the technology were able to demonstrate a substantial reduction in timing errors {/slide} {slide=Example 3. Click Here!}

Many of the simplest and best ideas for improving the performance of a manufacturing plant come from those operating or supervising the production process. This is the basis of many quality improvement schemes such as Kaizen. In this example there is an increase in the number of suggestions (Teians) received and a very high percentage of those were implemented with great effect. {/slide}