ROI INSTITUTE®



Measuring the Impact and ROI of the Insights Discovery Program

insights® indeed

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Background

This report aims to evaluate the application, impact, and ROI of the Insights Discovery learning journey at Indeed. The study was initiated by Insights, who sought to demonstrate the program's impact and ROI more credibly and thoroughly. Indeed, on the other hand, was interested in understanding the value the program has delivered to their organization. The partnership between Insights and Indeed has been ongoing since 2014, with a focus on improving team effectiveness through the Insights Discovery program.

Indeed

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.

Indeed is committed to improving the recruitment journey with more than 13,000 employees worldwide. Indeed fosters a collaborative workplace that strives to create the best experience for job seekers.

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.

The unique mix of Fiery Red, Sunshine Yellow, Earth Green, and Cool Blue energies determines why individuals behave as they do and how that might be perceived by others too. This language of color helps people to connect, learn to value different working styles, and adapt behaviors to work better collectively.

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 also down to 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 ROI Methodology provides organizations with a process that can cut across organizational boundaries, linking programs, strategies, and initiatives to bottom-line measures.

The ROI Methodology® has sustained its position as the leading approach to program evaluation because it:

- Reports a balanced set of measures.
- Follows a systematic, step-by-step process.
- Adheres to standards and philosophy of maintaining a conservative approach and credible outcomes.

A Balanced Set of Measures

For centuries, cost-benefit analysis and ROI have been used to show the value of programs, processes, and initiatives. It is grounded in welfare economics, public finance, and ROI in business accounting and finance. Together the two are the ultimate measures of the contribution of programs, processes, and initiatives. But alone, they are insufficient. While cost-benefit analysis and ROI report the financial success of programs, they omit critical evidence as to why the financial impact is as it is. A complete story of program success can be presented by balancing financial impact with measures that address individual perspectives and the systems and processes that support the transfer of learning.

The ROI Methodology® categorizes evaluation data into five levels, as shown in Table 1. These five levels tell the ultimate 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.

Process Model

The ROI Methodology® integrates design thinking principles into four process stages to ensure the appropriate data is collected from the proper sources at the right time. As shown in Figure 1, the process consists of sequential, logical steps that lead to data categorized by the five levels of outcomes data. Evaluating a program begins with asking why, aligning programs to business needs, and optimizing the results.

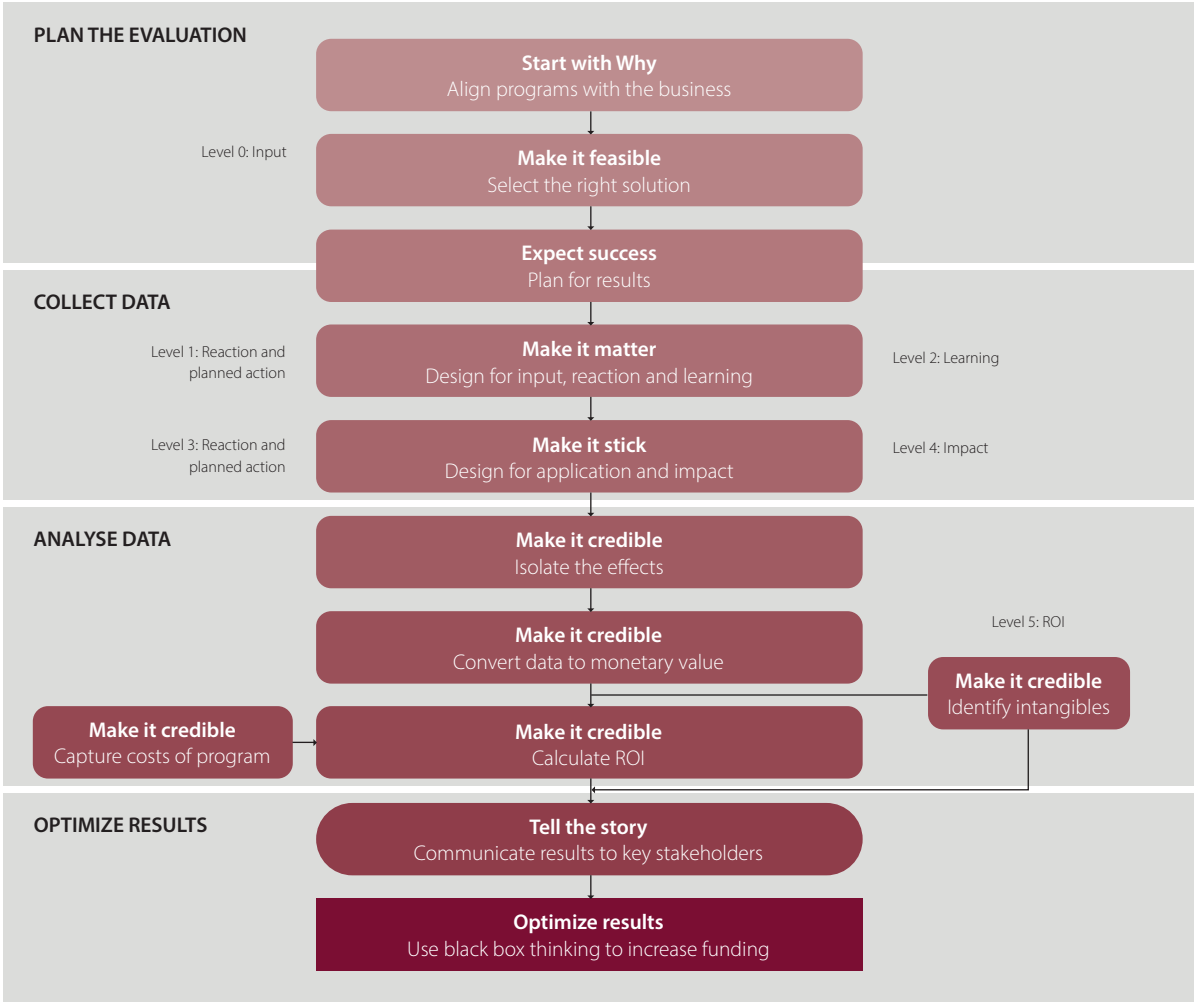


Figure 1. The ROI Methodology® Process Model.

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. Figure 2 provides a list of the standards.

Twelve Guiding Principles of ROI

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.

Figure 2. Twelve Guiding Principles.

Program Results

Planning

This project began with detailed planning involving Indeed, Insights, and ROI Institute team members. They made decisions about collecting data at four levels, including timing and the data sources. Decisions were made for ROI analysis, including isolating the program's effects on impact data and converting data to money. A list of anticipated costs, expected intangibles, and target audiences for communicating results was created. The planning documents are presented in Appendix I of this study.

The program results are presented here, showing six types of data: **reaction, learning, application, impact, ROI, and intangibles.** The process starts with the sample size for data collection and analysis. The process starts with a sample size for data collection analysis. Most of the data were collected by a detailed questionnaire that captured the data necessary for the five levels of outcomes. Appendix II contains a copy of the questionnaire.

Evaluation Sample

Recency is an essential issue of this type of study. If data collection is too late in the process, the participants won't appreciate how the program has affected their communication, team building, and specific action. In addition, it may be challenging to connect the program to particular impact data.

Because of this, the decision was made to evaluate the team members at Indeed who participated in the Insights Discovery Program between October 2021 and September 2022. Data collection was completed in late 2022. This allowed enough time to have skills in place and the impact clearly in focus. A total of 1,304 participants were in this sample. Using various techniques to increase response rates, 551 participants started the process, with 505 completing and submitting surveys. This is a 39% response rate and is considered successful based on the detailed questionnaire's type, scope, and length. Figure 3 shows the sample data.



Figure 3. Evaluation Sample.

Program Results

Reaction Results

If participants do not see value in a process, program, or concept, there is a good chance that they won't use it. For successful implementation, reaction will drive the application. This study captured the data on eight reaction measures, as shown in Figure 4. The bar charts with the most responses are the ones participants agreed or strongly agreed with the comment, "As a result of this program, I see Insights Discovery as:".

The top three are "important to my personal life/ development", "a good use of my time", and "something I would recommend to others." These are significant reactions, and all measures are important application predictions. These reactions ensure that participants will use the concepts and processes involved in the Insights Discovery Process.

Respondents indicated that Insights Discovery is:

- Important to their professional life/development
- They see it as a good use of their time
- It is something they would recommend to others

Reaction

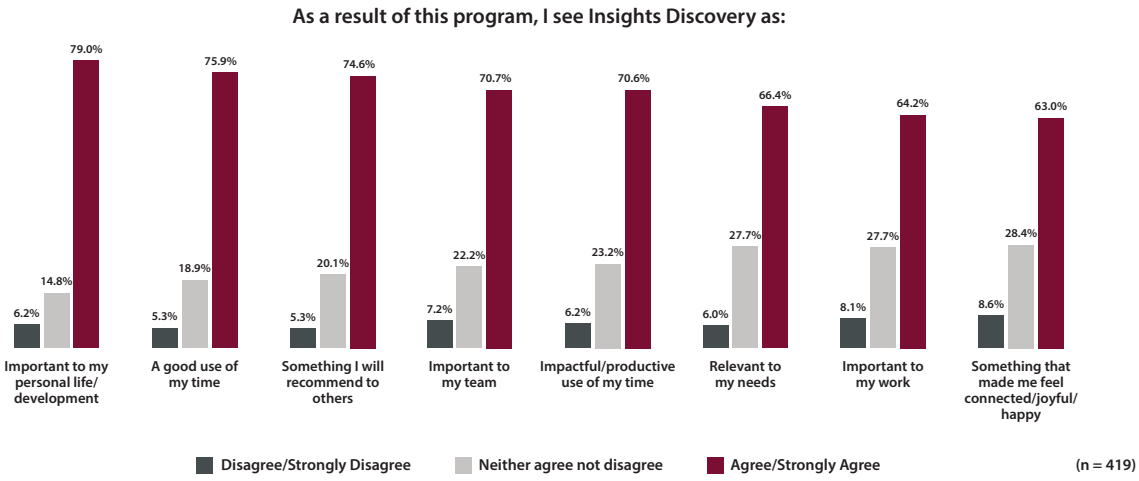


Figure 4. Reaction.

Program Results

Learning Results

Participants must learn about their behavioral preferences and communication styles and how to effectively adapt these during conversations or crisis situations with their team members. Overall, there were nine areas of learning, as shown in Figure 5. Those with the highest percentage either agree or strongly agree with the statement, "As a result of Insights Discovery, I have learned about:" The top three are "my personal opportunity areas for improvement", "my personal preferences through my profile", and "recognizing my colleague's color energies and preferences". The other six items involved knowing how to use what they had learned. Undoubtedly, the team members at Indeed understood the process well and how to use it effectively. This is a tribute to the facilitators and supporters of the Insights Discovery program at Indeed.

Respondents reported that they learned:

- They're own personal opportunity areas for improvement
- Their personal preferences through their profile
- To recognize their colleagues' color energies/preferences

Learning

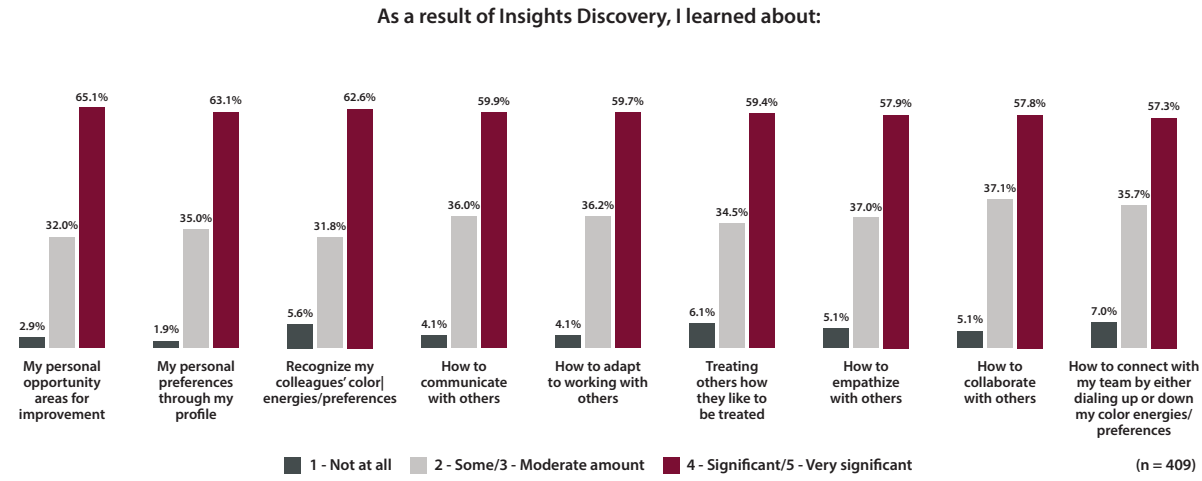


Figure 5. Learning.

Program Results

Application Results

Knowing what to do is one thing; doing it is another. Executives often say, "It's not what employees know, but what they do that's important." The application tracks behavior changes and how the team members are implementing the Insights Discovery learning journey. In all, thirteen actions and behaviors were captured in the survey to measure the extent to which the participants use the Insights Discovery learning journey.

This scale does not have a neutral option in the middle but is a five-point scale where one is no success, and that is the first bar. The other four categories vary in success levels from some to very significant success. The middle bar of these items represents either some success or a moderate amount of success. The third bar represents significant or very significant success. Overall, these are very impressive behavior and actions. The top four responses to the question, "As a result of completing the Insight Discovery journey, I have" were: "adapted my behavior to work with others more effectively", "considered how my actions will impact others when making decisions", "identified other people's preferences by observing their behavior", and "openly shared information and knowledge with the team".

Overall, all these applications are very impressive and are a tribute to the implementors and supporters of Insights Discovery. Figure 6 shows the application results. So many evaluations stop at this level with the implementors being satisfied that actions and behaviors are in place. But executives who fund the process often want to see the consequences of these behaviors, which is the impact.

Respondents reported having success in a variety of areas, including:

- Adapting their behavior to work with others more effectively
- Considering how their actions impact others when making decisions
- Identifying other people's preferences by observing their behavior
- Openly sharing information and knowledge within the team

Application

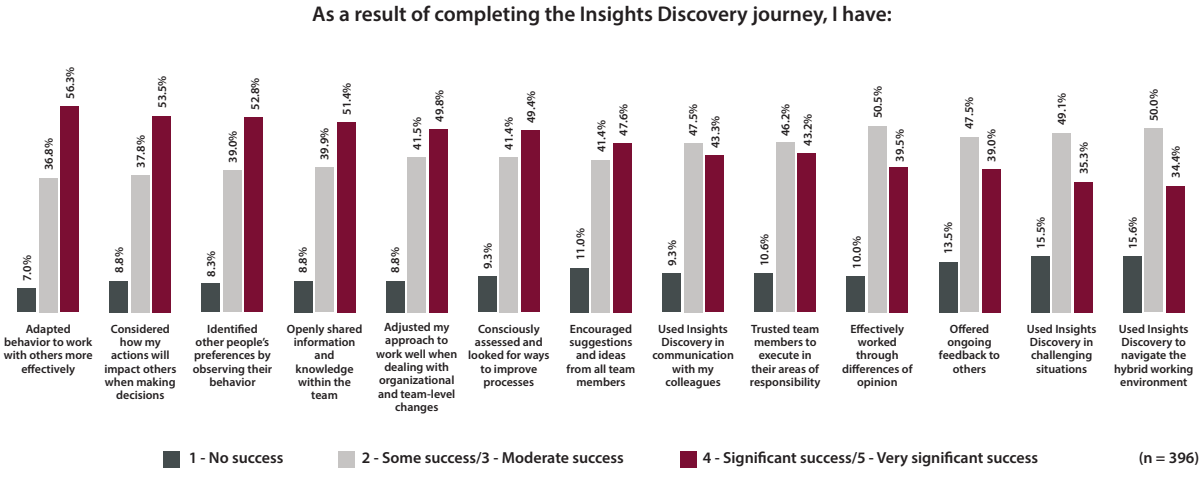


Figure 6. Application.

Program Results

Barriers and Enablers

In any study, there are often barriers that keep the program from being successful. These are identified as opportunities for improvement in the future. Many enablers have supported the program and delivered the results in Figure 6. At Indeed, there was the perception that there were very few barriers to the success of this program since it seemed to be enjoyed by the team members and supported so well that it was essentially a part of the culture. Because of this, no specific questions were asked about the barriers and enablers. However, in examining the analysis and comments, a couple of areas could have helped some of the results. The group being examined joined Indeed between October 2021 and September 2022. This was still during the end of the pandemic, and all the facilitation had flipped to e-learning or virtual learning, and just the nature of coping with covid often creates some disconnect or problem areas.

Another potential barrier is the failure to develop the potential impacts initially and use those in communication with team members. Another potential barrier was not developing some of the potential impacts further and then communicating those with team members. One of these areas that could have been pursued as a tangible measure is productivity. Having productivity as a significant goal for improving this program might have provided even more focus and a greater return on investment/even higher results.

Finally, another potential barrier is around the communication of clear objectives. While there were good objectives set for impact and application, not all of these were communicated with learners. The expectations of what they should do with what they have learned were discussed, but specific expectations around each objective were not communicated to the team, and this might have made an even bigger difference in the application results. This could have made a difference.

Nevertheless, these barriers are very minimal. As this study will show, it has delivered amazing value with these potential barriers; removing them would have created more positive results.

In terms of enablers, they were also very plentiful. As mentioned earlier, this was supported and embedded into the culture at Indeed, making a big difference.

Program Results

Barriers and Enablers

There are seven areas where enablers were essentially designed into the process:

1. The program was designed for interaction, engagement, and application. These issues were amicable parts of the process. This helped push the use of the data.
2. Teach application. The facilitators always discussed how this information should be used in conversations, crisis situations, and daily work.
3. The facilitators were prepared to support the transfer of learning to the job. Most facilitators teach for learning. These facilitators were ready to teach for application, using what was learned.
4. Set expectations in advance. Although, there were no written objectives for levels 3 and 4. There was an expectation that this process would be used and should impact the organization.
5. Have managers encourage application. The immediate manager is the critical influencer for application. Manager support is exceptionally high, as noted by the various comments. Managers encourage the use of this because some of the managers are involved in it in many ways.
6. Have managers role model application. The managers modeled the use of these color energies in ways that sparked use in the application of the various processes.
7. Finally, the use of multi-modal learning materials. The learning pathway made use of a mixture of podcasts, videos, articles, courses, activity sheets, physical materials, and more. The color blocks, in particular, created excitement among new starters and were a useful aid in understanding and applying their knowledge around color energies.

Collectively, these seven areas essentially helped deliver results because it was designed for the results.

Program Results

Impact Results

The planning and evaluation team anticipated that this program should influence 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**

Retention

RetentionIn terms of enablers, they were also very plentiful. As mentioned earlier, this was supported and embedded into the culture at Indeed, making a big difference.

Reduction in Days to Proficiency

For new employees, the Insights Discovery program should help them to become fully proficient quicker, and by doing so, it saves the company money. It helps them learn the job and move quickly into their roles to perform with less difficulty. Each day that a new employee becomes fully proficient earlier is a measure of impact.

Reduction in Time Savings

At the heart of improved communication is the efficiency of communication; not having to repeat communications and avoiding miscommunications and delayed responses all translate into individual time savings. The hours saved are an anticipated impact.

Reduction in Time to Promotion

Employees want promotions as part of their career progression. The Insights Discovery process helps them reach the criteria and standards for receiving a promotion faster. Receiving a promotion sooner also helps with retention. Each month that a promotion is received earlier becomes an important measure for the impact.

Innovation

Insights Discovery leads to improvements in all work areas, but it especially helped with innovation. Team members should provide an example of innovation.

Agility

Agility was also an important issue. The Insights Discovery process helps employees adapt, adjust, and pivot as needed with less resistance and delays. Agility was an expected impact, and employees should provide an example of this.

Other Impacts

Finally, there was a sense that there may be other measures that were unaware to the planning team, and this was pursued to collect other impacts. These measures were all perceived to be tangible, which means every effort would be made to convert them to money.

Intangibles

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Program Results

Impact Analysis

For impact analysis, it is essential to sort out the effects of this program from other influences and to capture monetary value benefits.

With each impact, it is necessary to have each respondent indicate the extent to which the Insights Discovery program has influenced the measures. This is a five-point neutral scale where numbers four and five on the scale represent agree and strongly agree. This is the third bar in Figure 7, which shows all the anticipated impacts. The middle bar represents neither agree nor disagree. In our analysis, we decided that those who selected neither agree nor disagree (neutral) would not be included in the study. For those individuals, the connection to the program was not clear, so we leave it out. This is very conservative. Only the individuals who selected agree or strongly agree in their responses received branching questions. A total of 399 responded to this question, and the percentage in the bar is the percent of that number providing those responses.

Respondents indicated that agility, innovation, career progression, and "other" measures improved the most because of the Insights Discovery program.

At least 25% of respondents agreed or strongly agreed with each measure presented.

Impact

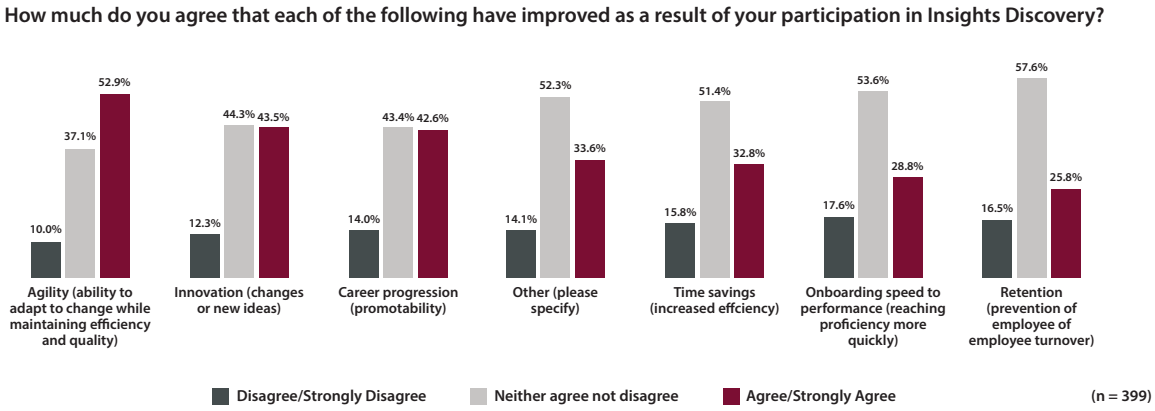


Figure 7. Impact Measures.

For example, 25.8%, which represents 103, is the number of respondents connecting the program to retention. For that number, it was essential to understand how the team thought the program influenced retention. To determine this, a series of branching questions were provided. A total of 96 responded to the branching questions. The team was told that if the annual turnover rate is now 15%, what would the turnover rate be without this program? This required the individuals to provide a change in turnover caused by this program.

Program Results

Essentially, this is a method of isolation where participants are isolating the effects of this program on impact data. This is appropriate when other means of isolation are not feasible, such as having an experimental group versus a comparison control group. Estimates are okay if they are taken from the most credible people, collected in an unthreatening, unbiased way, and adjusted for the error of the estimates. Also, there is a concept of the wisdom of crowds, which suggests that the group is smarter than the individuals. When collecting data from a group of people, the average seems close to the actual because some overstate, and some understate the number. That is an important concept in program evaluation. Estimates appear several times in the study, and that concept is essential to understand the credibility of the data.

Recognizing that this is an estimate, it is essential to adjust to the error of the estimate. The isolation question was followed by confidence, asking for confidence in the turnover contribution, expressed on a scale of 0-100%, where 100% is the certainty with no error, and zero is no confidence at all. In this example, the confidence average is 55%, and the turnover average change is 12%. These two are multiplied to yield 6.6%. Since the percent change in turnover attributed to the Insights Discovery learning journey reflects the entire group, this 6.6% is multiplied by 1,304 to represent the retention impact. Retention was the only measure where the question was asked to reflect the impact on the team. The others reflect on their individual experience (e.g. How many hours did you save because of this program?) In those situations, we only included the value from those responding). It is assumed that no response means no value for this and the other measures. The calculations for the monetary benefits for each of these intangibles is shown in Figure 8.

Details for Monetary Benefits

Detail A - Retention

Number of employees in the sample	1304
Turnover reduction	12%
Confidence (Error)	55%
Cost of the turnover	$90,623.09

Cost avoidance: 1304 x 12% x 55% x $90,623.09 = $7,799.386

Detail B - Time Savings

Number of hours saved per week	464.1
Annual savings (48 weeks)	22,777
Confidences (Error)	56%
Cost of one hour	$43.57

Cost savings: 464.1 x 48 x 56% x $43.57 = $543,537

Detail C - Time to Full Proficiency

Number of days prevented	874 days
Confidences (Error)	49%
Savings of one day	$59.10

Cost avoidance: 874 x 499% x $59.10 = $25,310

Detail D - Reduction in Time to Promotion

Number of months prevented	607 months
Confidences (Error)	53%
Savings of one month	$1,132.79

Cost avoidance: 607 x 53% x $1,132.79 = $364,430

Details for Monetary Benefits

Detail E - Innovation

Innovation Savings	$2,957,850
Insolation factor	47%
Confidence (Error)	47%

Cost savings: $2,957,850 x 47% x 47% = $653,389

Detail F - Agility

Agility Savings	$3,294,494
Insolation factor	42%
Confidence (Error)	43%

Cost savings: $3,294,494 x 42% x 43% = $594,986

Detail G - Other Measures

Other savings	$661,562
Isolation factor	48%
Confidence (Error)	51%

Cost savings: $661,562 x 48% x 51% = $161,950

Figure 8. Details for Monetary Benefits.

Details for Monetary Benefits

As mentioned earlier, if participants agreed or strongly agreed with a particular connection to impact, a series of branching questions are provided. Except for retention, time savings, time to proficiency, and time to promotion, the branching questions looked like those shown in Figure 9. More specifically, the questions are precisely what was used for the measures of agility, innovation, and other measures. Participants had to agree or strongly agree with the statement to establish impact.

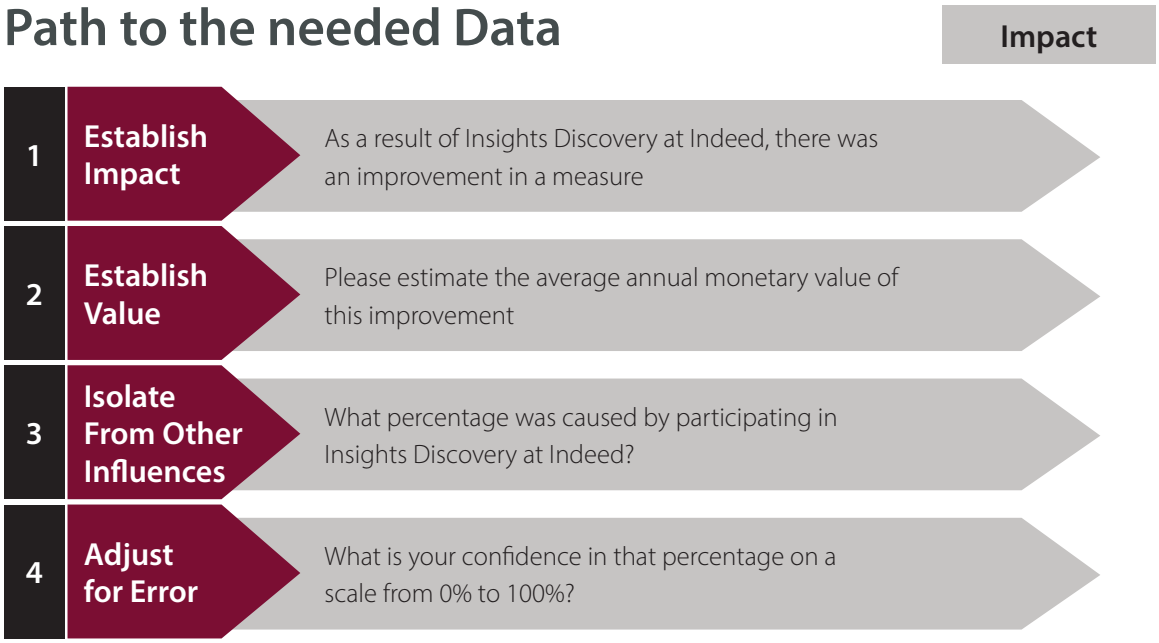


Figure 9. Impact Analysis.

Estimates are often used for impact data. The wisdom of crowds concept is essential because a group of people are providing the data; some will understate the number, and some will overstate the number. Still, the estimated average should be close to the actual number. The next question isolates the impact of Insights Discovery from other influences. The final question is the error adjustment. We are understating the value with the error adjustment, the confidence measure.

For turnover, the Indeed Analytics team provided the average cost of turnover. This is usually a common measure and the cost provided is consistent with available research. This involves actual data and estimates.

For time savings, the number of hours a week is estimated. The Indeed Analytics Team provided the average cost of an hour for the team to use in the analysis.

Details for Monetary Benefits

For the time to proficiency, the team members were asked to indicate how many days to proficiency was decreased because of this program. The Indeed Analytics Team provided cost savings for each day a person reached proficiency sooner. This follows the concept that on the first day of employment, the employees are a total loss for the company in terms of providing value, although they are paid the salary based on being fully proficient. At some point, they are fully proficient in delivering value equal to their salary. Achieving this goal sooner saves the company money, and the analytics team provided that estimate.

Each month that a person is promoted quicker for career progression provides value to the company. The participants were asked to provide the number of months earlier that a promotion has been achieved or that they think will be achieved. The Indeed Analytics team estimated the value added when they could promote someone quicker. Many of the respondents were in a sales or operations role where productivity improvements were a value add. This was a challenge, but the team provided a value that they were willing to support.

The monetary values are shown in Figure 10. Remember, except for retention, we assumed that all these values are all based on the value that they have delivered themselves, and those who did not respond to this questionnaire or this question on the questionnaire had no value. This is ultra-conservative and represents a significant understatement of the actual value. Even a neutral position is considered to have no value. Only those responding with agree and strongly agree that are involved in the calculations were all the measures. In the other measures category, some respondents provided data on other measures.

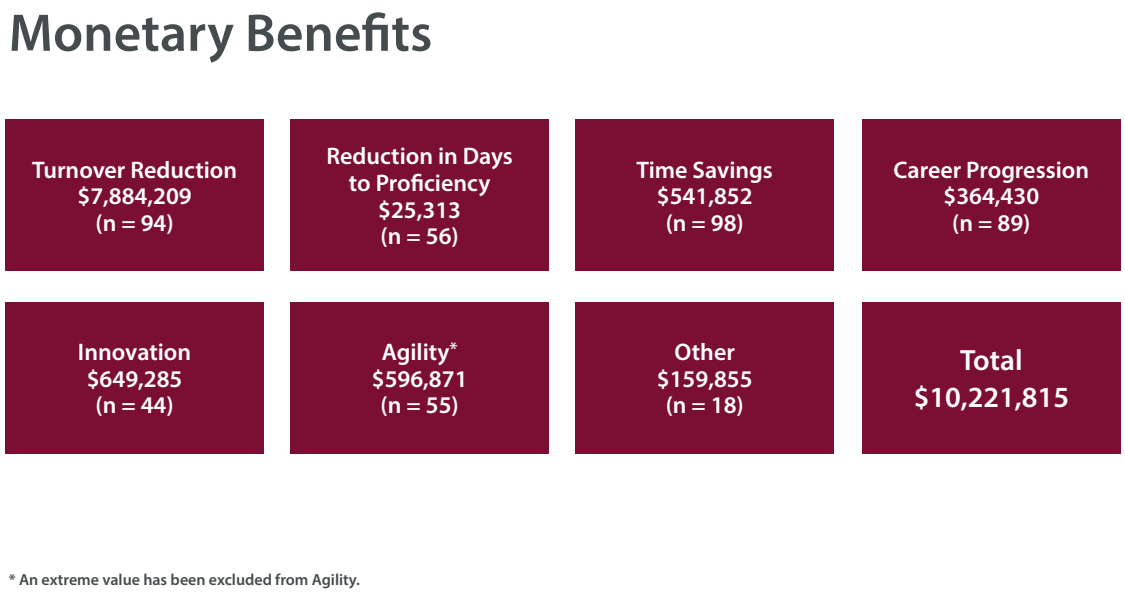


Figure 10. Monetary Benefits

Details for Monetary Benefits

Credibility of Monetary Benefits

Converting data to money is an important step necessary for the ROI calculation. The result is the monetary benefits from the impacts driven by the Insights Discovery program. When making conversions, some are straightforward to develop. In this study, the cost of turnover is a well-known measure developed by most organizations, and it is usually expressed as a multiple of the annual salary. One of the methods in ROI Methodology® is to go to the experts who can provide the data, and the Indeed Analytics team should be capable of doing this task. There is no reason to suggest that the value from Indeed Analytics would not be credible. Also, the value of legitimate time savings is developed as the hourly cost rate of the employees. There is no problem with that data.

For an Indeed employee to become fully proficient in less days, is a measure that can be calculated, and there is no reason to suggest that the number from Indeed would not be conservative. The value of receiving a promotion a month earlier is harder to calculate. Because there were many of the people involved in sales and operations, the Analytics Team based their improvement on more value-added being delivered. Thus they have become eligible for promotion earlier. This one could easily be challenged as not very credible or a measure that is difficult to accept. Because of this, we will show the calculation both with the monetary value and without it to show the effect this item would have.

For innovation, agility, and other measures, we are relying on the individuals, who are venturing down those paths to proving an estimate of that value. There are several important concepts for us to think about to accept this value. The first one is the wisdom of crowds. When some estimate a particular value, they may overestimate it, while others underestimate it. That is important because the average value of those placing a monetary value on agility could be close to that actual number. Also, we adjust the error to make it even more credible by essentially reducing it by the amount of the error reflected in the confidence estimate. Finally, we assume that when a small group of people connect the Insights Discovery to agility and innovation, the vast majority who either didn't respond to that question or didn't respond to the questionnaire saw no connection to those measures. We know that is probably not the case. If some saw the connection to innovation, many probably did, but we claim only the value that is presented (55 for agility and 44 for innovation). Still, we are including the program cost for all 1,304 individuals, because we know we had the costs. For the other measures, Figure 11 provides a list. A total of 18 participants provided monetary values for the measures.

It is also a important issue to remember that if a measure is not converted to money, it becomes intangible. There were many intangibles anticipated to be connected to this program, and they are reported later. They are essential, if not more important than these are the ROI.

Other Impacts – Insights at Indeed

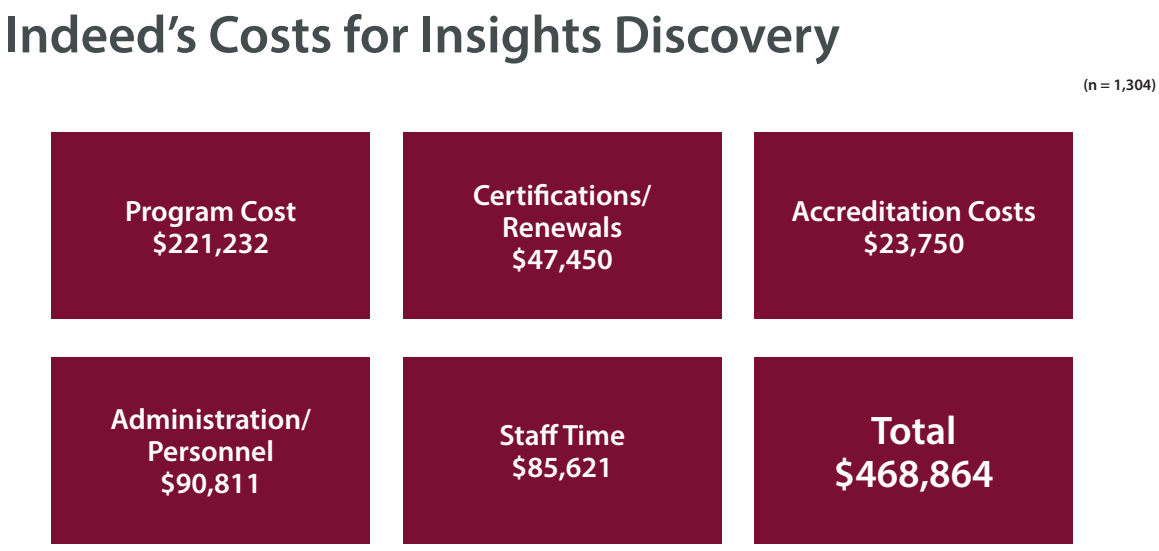
1.	Communication
2.	Brainstorming and sharing ideas
3.	Quality + efficiency + innovation
4.	Communication with my immediate supervisor
5.	Collaboration among team members
6.	More effective usage of time
7.	Time spent making decisions was improved
8.	Avoiding conflicts - both internal and external
9.	Employee happiness and motivation
10.	Teamwork
11.	Aligning projects and initiatives with the best team member
12.	Peer-to-peer engagement
13.	Reduced miscommunication and conflict
14.	Teamwork & Collaboration
15.	Engagement
16.	Collaboration
17.	More effective team collaboration
18.	Adaptability to change (change management)

Figure 11. Other Impacts.

Other Impacts – Insights at Indeed

Program Costs

One of the standards of the ROI Methodology is to include ALL the costs for the project. The Indeed Team provided all the program costs, representing direct and indirect costs. The list consists of what was paid to Indeed and the team members' time to prepare for the process, learn the process, and administer the process. Figure 12 shows the fully loaded cost. The evaluation costs were not included in this study because Insights paid for the evaluation, which cost $35,000. Including the cost would have a minor adjustment on the ROI, as shown in the alternate calculation in Figure 14.



*** An extreme value has been excluded from Agility.**

Figure 12. Program Costs

Other Impacts – Insights at Indeed

The ROI Calculation

Using the total monetary benefits and the total cost, the ROI calculation is shown in Figure 13, presented in two different ways. The first is a benefit-cost ratio which has a long-lasting measure. It began in governments many centuries ago and is the principal way governments and nonprofits measure their success. The same data items are included in the ROI, but the ROI calculation is a business measure that has been used for almost 400 years. It is the rate of return. This study has a very high rate of return of 2063%. For some, that is unbelievable, but the number is credible. With our conservative approach to this methodology, we can safely say the ROI is at least this much, if not more.

ROI Calculation

$$BCR = \frac{\text{Benefits}}{\text{Costs}}$$

$$BCR = \frac{\$10{,}142{,}988}{\$468{,}864} = 21.63$$

$$ROU = \frac{\text{Benefits} = \text{Cost}}{\text{Cost}}$$

$$BCR = \frac{\$10{,}142{,}988 - \$468{,}864}{\$468{,}864} \times 100$$

= 2,063%

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

Figure 13. ROI Calculation.

The details used for the calculation are shown in Figure 14. Also, we have established the estimate without the career progression, essentially flipping that into an intangible measure and calculating ROI. It had minimal impact, with the ROI falling to 1986%. This is helpful for anyone who cannot accept that career progression conversion to money. Also, we show the ROI with the evaluation costs included and the number is 1913%. It's not much different.

Other Impacts – Insights at Indeed

Because the turnover costs is so high, it causes the ROI to be very high as well. An ROI number this large brings out a lot of skepticism and may be rejected by some. However, if you follow the process we have outlined, it has credibility.

It may be helpful to consider another possibility. The retention was based on the sample size of 1304 because the question asked are about the effects on the retention of the sample. If we assume that the individuals were only thinking about how it affected them in terms of their decision to leave or to stay, then the basis for the calculation changes.

There was 96 people who provided data so instead of using 1304 as the basis for calculating turnover, we use a much smaller number of 96. When this is done alone, it lowers the turnover value significantly and it lowers the ROI to 518%. For this study, we will use the larger amount of turnover. However, if the lower number is used, it's still very positive.

Details for Calculations

Impact Measure	All Benefits	All Benefits with No Career Progression	All Benefits with Evaluation Costs
Turnover Reduction	$7,799,386	$7,799,386	$7,799,386
Reduction in Days	$25,310	$25,310	$25,310
Time Savings	$542,537	$543,537	$543,537
Career Progression	$364,430		$364,430
Innovation	$653,389	$653,389	$653,389
Agility	$594,986	$594,986	$594,986
Other	$161,950	$161,950	$161,950
Total Benefits	$10,142,988	$9,778,558	$10,142,988
Costs	$468,864	$468,864	$503,864
BCR	21.63	20.86	20.13
ROI	2,063%	1,986%	1,913%

Figure 14. Detailed data for the ROI conclusion.

Other Impacts – Insights at Indeed

Intangibles

The intangibles are sometimes more important than the ROI calculation. The participants were asked to indicate the extent of connection to the intangibles. Figure 15 shows the connection. This is a five-point scale without a neutral option. The one on the scale is no influence, two and three are some and moderate, respectively, and four and five are significant and very significant. As this figure shows, many important intangibles were connected to this program. Nine intangibles have very strong connections, with the top four being emotional intelligence, communication, collaboration, and teamwork. These are important measures that cannot easily be converted to money with minimal resources but are still important.

Respondents reported that emotional intelligence, communication, collaboration, and teamwork were also influenced by participation in the Insights Discovery Program

Intangible Measures

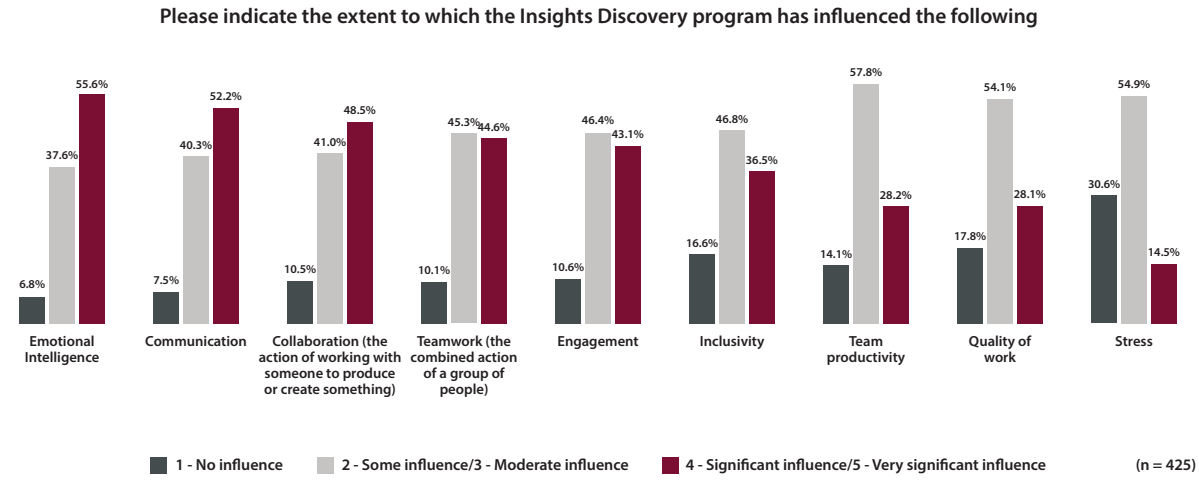


Figure 15. Intangible Benefits.

Qualitative Data

During the data collection with the questionnaire, some questions allowed individuals to offer comments. Figure 16 shows a summary of the qualitative analysis. This provides essential data about how this program has impacted careers, with 122 people responding. A total of 239 provided comments about the part of Insights Discovery that was most valuable to them. More importantly, 163 provided suggestions for improvement. This provides more evidence of the value of this program to Indeed.

Qualitative Analysis

Question:	How much do you agree that each of the following have improved as a result of your participation in Insights Discovery? - Other (please specify)
Response Summary:	The 78 respondents to this question provided communication and collaboration as other measures that improved due to the Insights Discovery program
Question:	Why do you think the Insights Discovery journey has positively impacted your career progression (or potential career progression)?
Response Summary:	The 122 respondents to this question shared how the Insights Discovery program provided tools that improved their adaptability, communication, and collaboration. Additionally, some noted that it helped them to be better leaders/mentors/managers. Others said it led to them making personal improvements through heightened self-awareness that they would not have had if not for their profile and report.
Question:	What part of the Insights Discovery provides the most value professionally?
Response Summary:	The 239 responses to this question reported the most prevalent value from the program was learning about other Indeedians and their color energies/preferences. Respondents also shared that they made personal improvements based off their profile. Overall, improvements made in communication because of the program were also noted as being professionally valuable. Some respondents named technical pieces of the tool (such as the Do's and Don'ts and personal profiles) as being most valuable to them.
Question:	Your suggestions are critical. Please provide suggestions that will enhance the Insights Discovery process.
Response Summary:	The 163 respondents to this question shared seven ways the implementation of Insights Discovery could be improved/reinforced at Indeed: • Regular reminders for participants to use the tools and concepts of the program. • Follow-up sessions where participants can share their progress with the program, ask questions, seek advice, and support each other. • Regular team meetings about the program, sharing each other's colors/ preferences, and opening lanes of communication and collaboration. • Coaching opportunities for managers and leaders to set them up to use Insights Discovery effectively with their teams and in their management styles. • Improve top-level visibility and use of the program so that executives understand the importance of the program and use it themselves. • Promote the widespread use of the tool throughout Indeed for better cross-functional relations. • Make Insights Discovery a part of the onboarding experience with scheduled follow-ups along the way as new Indeedians become acclimated.

Figure 16. Qualitative Analysis.

Conclusions

Figure 17 summarizes a summary of the conclusions of this program. They are very significant and represent a powerful impact and success. Both Insights and Indeed should be pleased with the results. But these results did not occur by chance. The content, process, and materials of the Insights Discovery learning journey are relevant, important, and valuable. The implementation was designed for the application. It was embedded into the Indeed culture and supported and modeled by Indeed Management. It was a very effective implementation.

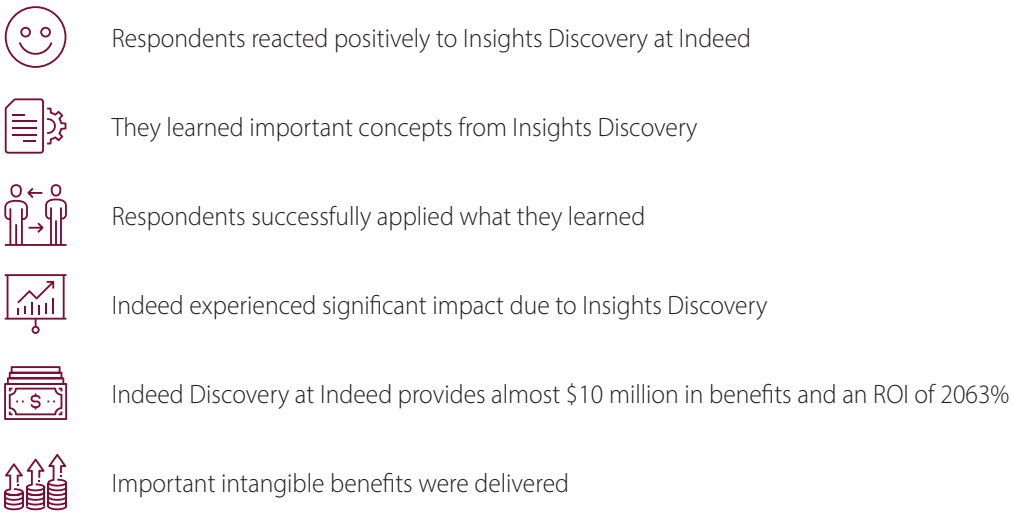


Figure 17. Conclusions.

Recommendations

While the Insights Discovery program is successful at Indeed, a few recommendations are offered to make this program more successful. Process improvement is at the heart of the ROI Methodology. As mentioned earlier in the barriers, there are a few areas where improvements are possible:

1. Take extra steps for these types of initiatives to connect the program to key business measures in the beginning. This will provide initial alignment and explain to everyone involved why it is being implemented and how to provide the focus needed to achieve those impacts.

2. Clearly communicate the objectives to the Indeed team member. This would have provided more focus to deliver application and impact.

3. Examine the seven areas for improvement contained in the Qualitative Analysis document. Some of these process improvement opportunities should be considered.

Questions

To receive more information, answer your questions, or provide more detail, please contact Jack Phillips, Chairman, ROI Institute, at jack@roiinstitute.net.

Notes

[1] Comscore, Total Visits, September 2021
[2] Indeed Internal Data, average monthly unique visitors April – September 2022



Appendix I

Data Collection Plan

Planning Documents

Evaluation Purpose:

Program:
Insights Discovery at Indeed

Responsibility:
ROI Institute

Date:
October 12, 2022

Level	Broad Program Objective(s)	Measures	Data Collection Method/Instruments	Data Sources	Timing	Responsibilities
1	**REACTION AND PLANNED ACTION** As a result of this program, I see Insights Discovery as: 1. Important to my work 2. Important to my personal life/development 3. Important to my team 4. Relevant to my needs 5. Something I will use in my work 6. Something I will use at home 7. Something I will recommend to others 8. A good use of my time 9. Something that made me feel connected/joyful/happy 10. Impactful/productive journey		Questionnaire			
2	**LEARNING** As a result of Insights Discovery, I learned about: 1. My personal preferences through my profile 2. My team's color wheel 3. Recognize my colleagues' color energies/preferences 4. Using the energies with my team 5. How to adapt to working with others 6. How to connect with others 7. How to collaborate with others 8. How to communicate with others 9. How to empathize with others 10. Treating others how they like to be treated 11. My personal opportunity areas for improvement		Questionnaire			

Appendix I

Data Collection Plan

Planning Documents

Level	Broad Program Objective(s)	Measures	Data Collection Method/Instruments	Data Sources	Timing	Responsibilities
3	**APPLICATION AND IMPLEMENTATION** As a result of completing the Insights Discovery journey, I am: 1. Using Insights Discovery in communication with my colleagues 2. Using Insights Discovery in challenging situations 3. Using Insights Discovery to navigate the hybrid working environment 4. effectively working through differences of opinion 5. trusting team members to execute in their areas of responsibility 6. offering ongoing feedback to others 7. encouraging suggestions and ideas from all team members 8. openly sharing information and knowledge within the team 9. consciously assessing and looking for ways to improve processes 10. considering how your actions will impact others when making decisions 11. adjusting your approach to work when dealing with organizational and team-level changes 12. Identifying other people's preferences by observing their behavior 13. Adapting your behavior to work with others more effectively		Questionnaire			
4	**BUSINESS IMPACT** As a result of Insights Discovery, the following measures have improved: 1. Retention 2. Onboarding speed to performance 3. Productivity (team – int) 4. Quality of work (int) 5. Time savings (increased efficiency - revisit wording) 6. Career progression (promotability) 7. Innovation 8. Agility 9. Emotional intelligence 10. Engagement (int) 11. Collaboration (int) 12. Communication (int) 13. Teamwork (int) 14. Stress (int) 15. Unhealthy conflicts 16. Inclusivity (int)		Questionnaire			
5	ROI 5%	Baseline Data:				
		Comments:				

Appendix I

ROI Analysis Plan

Planning Documents

Evaluation Purpose:

Program:
Insights Discovery at Indeed

Responsibility:
ROI Institute

Date:
October 12, 2022

Data Items (Usually Level 4)	Methods for Isolating the Effects of the Program/ Process	Methods of Converting Data to Monetary Values	Cost Categories	Intangible Benefits	Communication Targets for Final Report	Other Influences/ Issues During Application	Comments
Retention	Participant Estimate	Expert Estimate	• Program cost to Insights • Cost of time for training • Internal administrative and communications coordination • Personnel (internal) • Personnel (contracted) • Cost taken from other programs • Technology (upkeep, software, etc.) • Legal • Compliance • Facilities costs • Travel costs • Certifications • Time away from work	• Team productivity • Quality of work • Engagement (int) • Collaboration (int) • Communication (int) • Teamwork (int) • Stress (int) • Inclusivity	• Everyone! • Consider book chapter • Indeed CEO, CFO, CPO/ HR, SLT • Insights SLT • Employee Development team • First and second tier management • Research participants • Certified practitioners at Indeed	• COVID-19 • Communication of the program (written & tech/ marketing) • SLT adoption and promotion • Time • Perception of validity of scientific basis of program	
Onboarding speed to performance	Participant Estimate	Expert Estimate					
Time savings	Participant Estimate	Expert Estimate					
Career progression	Participant Estimate	Expert Estimate					
Innovation	Participant Estimate	Participant Estimate					
Agility	Participant Estimate	Participant Estimate					
Emotional intelligence		N/A					
Unhealthy conflicts		N/A					

Appendix I

Project Plan

Planning Documents

Evaluation Purpose:

Program:
Insights Discovery at Indeed

Responsibility:
ROI Institute

Date:
October 12, 2022

	S	O	N	D	J	F	M
Decision to Conduct ROI Study							
Evaluation Planning Complete							
Data Collection Instrument Designed							
Data Collection Instrument is Pilot Tested							
Data Collected							
Data Tabulation Preliminary Summary							
Analysis Conducted							
Report is Written and Finalized							
Results Communicated							
Improvements Initiated							

Appendix I

Planning Documents

Insights Discovery at Indeed

You have completed the Insights Discovery elearning and have received an Insights Profile. You may have also attended a workshop or manager led session on how Insights can be used for better communication, sales etc. Please use any experiences you have with Insights to answer the following questions.

At Indeed, we value consistent feedback from Indeedians and use that feedback to design and implement even better learning programs. The results of this survey will be used to improve the Insights Discovery Program here at Indeed. Thank you for taking time to reflect on the value that the Insights Discovery program has brought to you and to Indeed overall.

Please respond to the following questions as honestly as you can. The completion of this survey should take no more than 30 minutes, and we ask that you provide your input by the end of day on Tuesday, January 31st.

If you have any questions or need assistance, please contact the ROI Institute Research Team at research@roiinstitute.net.

Question 1: Please indicate the extent to which the Insights Discovery program has influenced the following.

	1 - No influence	2 - Some influence	3 - Moderate influence	4 - Significant influence	5 - Very significant influence
Team productivity	○	○	○	○	○
Quality of work	○	○	○	○	○
Engagement	○	○	○	○	○
Collaboration (the action of working with someone to produce or create something)	○	○	○	○	○
Emotional intelligence	○	○	○	○	○
Communication	○	○	○	○	○
Teamwork (the combined action of a group of people)	○	○	○	○	○
Stress	○	○	○	○	○
Inclusivity	○	○	○	○	○

Appendix II

Questionnaire for Team Members

Insights Discovery at Indeed

You have completed the Insights Discovery elearning and have received an Insights Profile. You may have also attended a workshop or manager led session on how Insights can be used for better communication, sales etc. Please use any experiences you have with Insights to answer the following questions.

At Indeed, we value consistent feedback from Indeedians and use that feedback to design and implement even better learning programs. The results of this survey will be used to improve the Insights Discovery Program here at Indeed. Thank you for taking time to reflect on the value that the Insights Discovery program has brought to you and to Indeed overall.

Please respond to the following questions as honestly as you can. The completion of this survey should take no more than 30 minutes, and we ask that you provide your input by the end of day on Tuesday, January 31st.

If you have any questions or need assistance, please contact the ROI Institute Research Team at research@roiinstitute.net.

Question 1: Please indicate the extent to which the Insights Discovery program has influenced the following.

	1 - No influence	2 - Some influence	3 - Moderate influence	4 - Significant influence	5 - Very significant influence
Team productivity	○	○	○	○	○
Quality of work	○	○	○	○	○
Engagement	○	○	○	○	○
Collaboration (the action of working with someone to produce or create something)	○	○	○	○	○
Emotional intelligence	○	○	○	○	○
Communication	○	○	○	○	○
Teamwork (the combined action of a group of people)	○	○	○	○	○
Stress	○	○	○	○	○
Inclusivity	○	○	○	○	○

Appendix II

Questionnaire for Team Members

Question 2: Please indicate your agreement with the following statements. As a result of this program, I see Insights Discovery as:

	1 - Strongly disagree	2 - Disagree	3 - Neither agree nor disagree	4 - Agree	5 - Strongly agree
Important to my work	○	○	○	○	○
Important to my personal life/ development	○	○	○	○	○
Important to my team	○	○	○	○	○
Relevant to my needs	○	○	○	○	○
Something I will recommend to others	○	○	○	○	○
A good use of my time	○	○	○	○	○
Something that made me feel connected/ joyful/happy	○	○	○	○	○
Impactful/productive use of time	○	○	○	○	○

Appendix II

Questionnaire for Team Members

Question 3: Please indicate the extent to which you learned the following concepts. As a result of Insights Discovery, I learned about:

	1 - Not at all	2 - Some	3 - Moderate amount	4 - Very much	5 - A significant amount
My personal preferences through my profile	○	○	○	○	○
Recognize my colleagues' color energies/ preferences	○	○	○	○	○
How to connect with my team by either dialing up or dialing down my color energies/preferences	○	○	○	○	○
How to adapt to working with others	○	○	○	○	○
How to collaborate with others	○	○	○	○	○
How to communicate with others	○	○	○	○	○
How to empathize with others	○	○	○	○	○
Treating others how they like to be treated	○	○	○	○	○
My personal opportunity areas for improvement	○	○	○	○	○

Appendix II

Questionnaire for Team Members

Question 4: Please indicate your success with the following aspects of the program. As a result of completing the Insights Discovery journey, I have:

	1 - No success	2 - Some success	3 - Moderate success	4 - Significant success	5 - Very significant success
Used Insights Discovery in communication with my colleagues	○	○	○	○	○
Used Insights Discovery in challenging situations	○	○	○	○	○
Used Insights Discovery to navigate the hybrid working environment	○	○	○	○	○
Effectively worked through differences of opinion	○	○	○	○	○
Trusted team members to execute in their areas of responsibility	○	○	○	○	○
Offered ongoing feedback to others	○	○	○	○	○
Encouraged suggestions and ideas from all team members	○	○	○	○	○
Openly shared information and knowledge within the team	○	○	○	○	○
Consciously assessed and looked for ways to improve processes	○	○	○	○	○
Considered how my actions will impact others when making decisions	○	○	○	○	○
Adjusted my approach to work when dealing with organizational and team-level changes	○	○	○	○	○
Identified other people's preferences by observing their behavior	○	○	○	○	○
Adapted my behavior to work with others more effectively	○	○	○	○	○

Appendix II

Questionnaire for Team Members

Question 5: How much do you agree that each of the following have improved as a result of your participation in Insights Discovery?

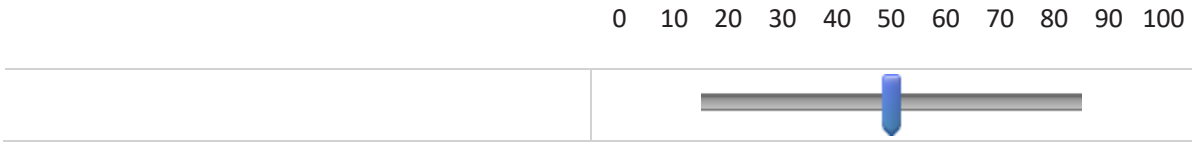
	1 - Strongly disagree	2 - Disagree	3 - Neither agree nor disagree	4 - Agree	5 - Strongly agree
Retention (prevention of employee turnover)	○	○	○	○	○
Onboarding speed to performance (reaching proficiency more quickly)	○	○	○	○	○
Time savings (increased efficiency)	○	○	○	○	○
Career progression (promotability)	○	○	○	○	○
Innovation (changes or new ideas)	○	○	○	○	○
Agility (ability to adapt to change while maintaining efficiency and quality)	○	○	○	○	○
Other (please specify)	○	○	○	○	○

Appendix II

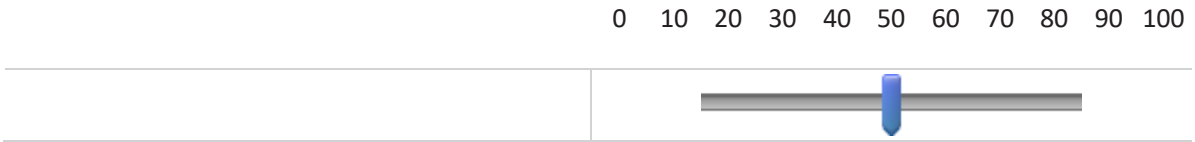
Questionnaire for Team Members

You indicated that retention (prevention of employee turnover) has improved as a result of participating in Insights Discovery. Please answer the following questions with this measure in mind. If the data is not readily available, it is acceptable to estimate the data. Please be as accurate as you can with these estimates. If you have difficulty estimating the value for each measure, think about what would happen to that measure if you had not participated in Insights Discovery.

Question 6: The turnover rate from this sample group is around 15%; what do you think it would be without Insights Discovery?



Question 7: What is your confidence in that percentage on a scale from 0% to 100%?



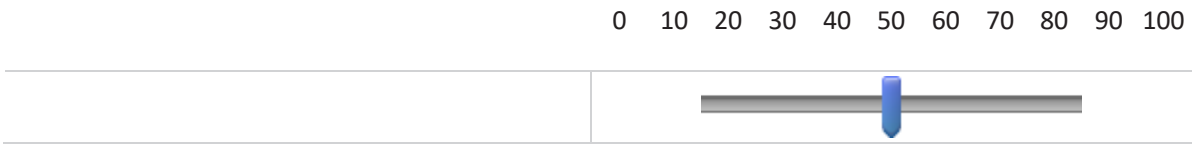
You indicated that onboarding speed to performance (reaching proficiency more quickly) has improved as a result of participating in Insights Discovery. Please answer the following questions with this measure in mind. If the data is not readily available, it is acceptable to estimate the data. Please be as accurate as you can with these estimates. If you have difficulty estimating the value for each measure, think about what would happen to that measure if you had not participated in Insights Discovery.

Question 8: As a result of participating in the Insight Discovery journey, how many days to job/role full proficiency have been eliminated/reduced?

Appendix II

Questionnaire for Team Members

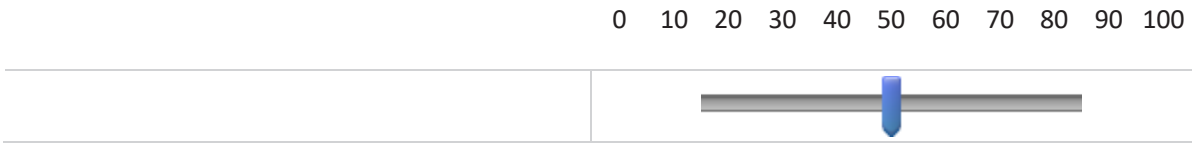
Question 9: What is your confidence in that estimate on a scale from 0% to 100%?



You indicated that time savings (increased efficiency) improved as a result of participating in Insights Discovery. Please answer the following questions with this measure in mind. If the data is not readily available, it is acceptable to estimate the data. Please be as accurate as you can with these estimates. If you have difficulty estimating the value for each measure, think about what would happen to that measure if you had not participated in Insights Discovery.

Question 10: Please estimate the number of hours per week that you think has been saved because of the Insights Discovery Journey

Question 11: What is your confidence in that estimate on a scale from 0% to 100%?



Appendix II

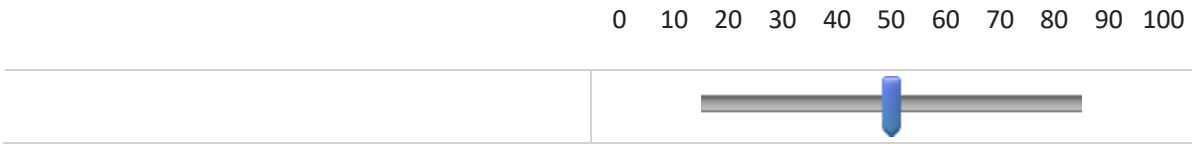
Questionnaire for Team Members

You indicated that career progression (promotability) improved as a result of participating in Insights Discovery. Please answer the following questions with this measure in mind. If the data is not readily available, it is acceptable to estimate the data. Please be as accurate as you can with these estimates. If you have difficulty estimating the value for each measure, think about what would happen to that measure if you had not participated in Insights Discovery.

Question 12: Why do you think the Insights Discovery journey has positively impacted your career progression (or potential career progression)?

Question 13: Estimate the reduction in months to your next promotion because of your participation in the Insights Discovery journey.

Question 14: What is your confidence in that estimate on a scale from 0% to 100%?



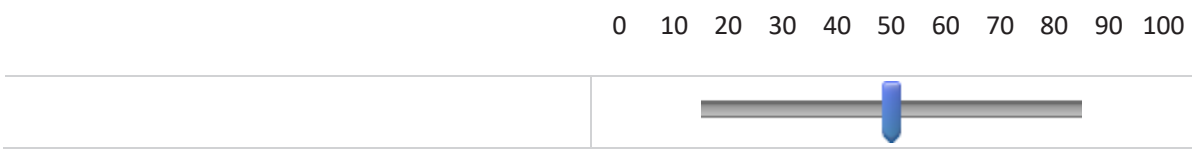
Appendix II

Questionnaire for Team Members

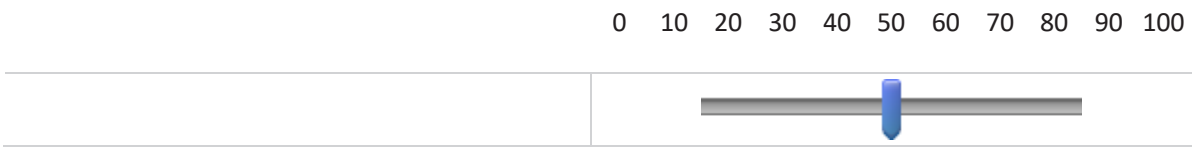
You indicated that innovation (changes or new ideas) improved as a result of participating in Insights Discovery. Please answer the following questions with this measure in mind. If the data is not readily available, it is acceptable to estimate the data. Please be as accurate as you can with these estimates. If you have difficulty estimating the value for each measure, think

Question 15: Please estimate the average annual monetary value of this improvement:

Question 16: What percentage was caused by earning the accreditation?



Question 17: What is your confidence in that percentage on a scale from 0% to 100%?



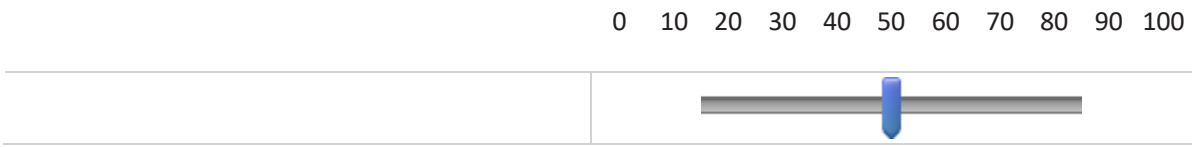
Appendix II

Questionnaire for Team Members

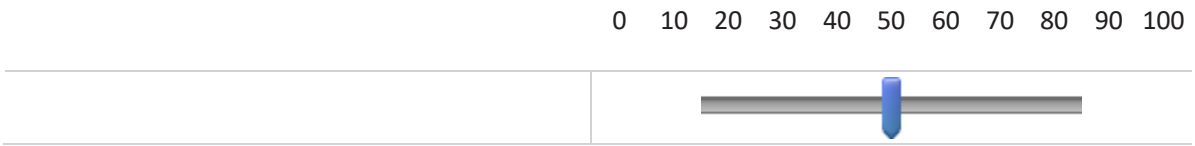
You indicated that agility (ability to adapt to change while maintaining efficiency and quality) improved as a result of participating in Insights Discovery. Please answer the following questions with this measure in mind. If the data is not readily available, it is acceptable to estimate the data. Please be as accurate as you can with these estimates. If you have difficulty estimating the value for each measure, think about what would happen to that measure if you had not participated in Insights Discovery.

Question 18: Please estimate the average annual monetary value of this improvement:

Question 19: What percentage was caused by participating in the Insights Discovery journey?



Question 20: What is your confidence in that percentage on a scale from 0% to 100%?



Appendix II

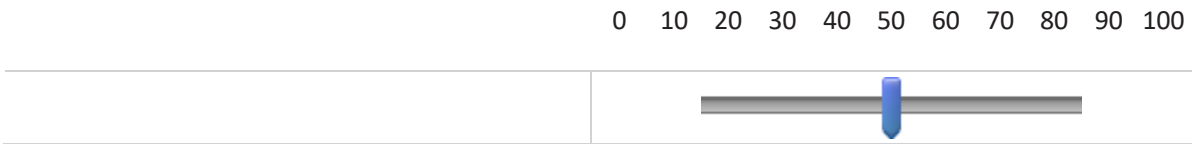
Questionnaire for Team Members

You indicated that another measure improved as a result of participating in Insights Discovery. Please answer the following questions with this measure in mind. If the data is not readily available, it is acceptable to estimate the data. Please be as accurate as you can with these estimates. If you have difficulty estimating the value for each measure, think about what would happen to that measure if you had not participated in Insights Discovery.

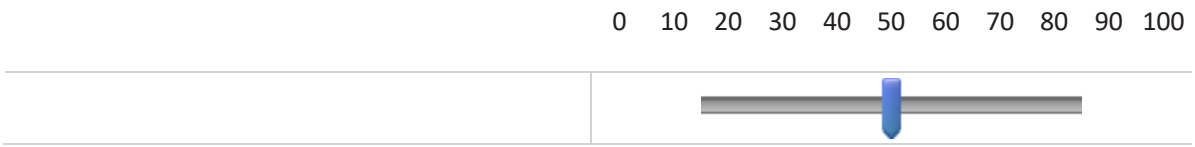
Question 21: Please define this measure.

Question 22: Please estimate the average annual monetary value of this improvement:

Question 23: What percentage was caused by earning the accreditation?



Question 24: What is your confidence in that percentage on a scale from 0% to 100%?



Appendix II

Questionnaire for Team Members

Question 25: What part of the Insights Discovery provides the most value professionally?

Question 26: Your suggestions are critical. Please provide suggestions that will enhance the Insights Discovery process:

This concludes the survey.

Before selecting the forward button, be sure that you have provided answers to all the questions. This will ensure your input is captured. If you need to change your answers, please use the back button.

ROI INSTITUTE®

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