Session 2

The ROI of Project Management Training: What Are We Really Buying?



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Meet The Speaker



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Henderson Engineers

HENDERSON ENGINEERS

Learning Objectives

After attending this session, participants will be able to:

- Identify meaningful financial and operational measures of PM development
- Distinguish education, training, coaching, mentorship, and capability development
- Explain why behavior change drives measurable ROI
- Build a balanced framework using quantitative, behavioral, and strategic indicators
- Connect people development to business performance

What outcomes should improve after project management training?

Why ROI Is a Reasonable Expectation

Organizations invest in project management because they expect better business outcomes.

Training should ultimately improve:

- Projects delivered more successfully.
- Better engagement across project teams.
- Higher client satisfaction and retention.
- Improved financial performance over time.



The ROI Leaders Want

Financial

- Revenue managed per PM
- Project profitability
- Utilization

Project Performance

- CPI/Earned Value
- Forecast accuracy
- Schedule performance

Customer

- Client satisfaction
- Net Promoter Score (NPS)
- Repeat business

The Challenge of Attribution

Improved project results rarely come from one initiative alone.

Training happens alongside:

- Better project processes and technology.
- More experienced project teams.
- Stronger leadership support.
- Changing market conditions.

The challenge is determining how much of the improvement can truly be attributed to training.

The ROI Trap

The ROI Chain

Training Investment

Knowledge Gain

Behavior Change

Project Outcomes

Business Results

Why Organizations Measure Knowledge Instead

Knowledge is easy to measure. Behavior is not.



Organizations often rely on:

- Attendance
- Course completion
- Quiz scores
- Certifications
- Satisfaction surveys

These tell us what **people learned**...

Not whether they changed how they work.

The Role of Coaching, Feedback, and Self-Reflection

Training introduces new ideas.

Coaching helps people apply them consistently.



Behavior change becomes sustainable when people receive:

- Timely feedback after real projects.
- Opportunities to practice new skills.
- Honest self-reflection on successes and failures.
- Reinforcement from managers and mentors.



From Training to Capability

From Training to Capability

Every form of development serves a different purpose.

Education	builds understanding and broadens perspective.
Training	develops specific skills that can be practiced.
Coaching	improves day-to-day performance through feedback.
Mentorship	accelerates growth by sharing experience.
Experience	develops judgment that only real projects can provide.

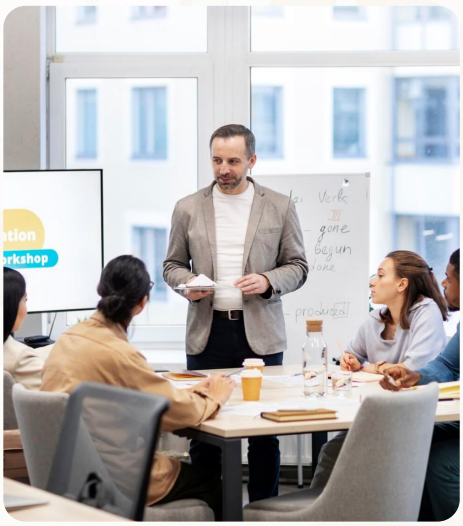
Leadership Develops Over Time

Leadership isn't built during a single course.

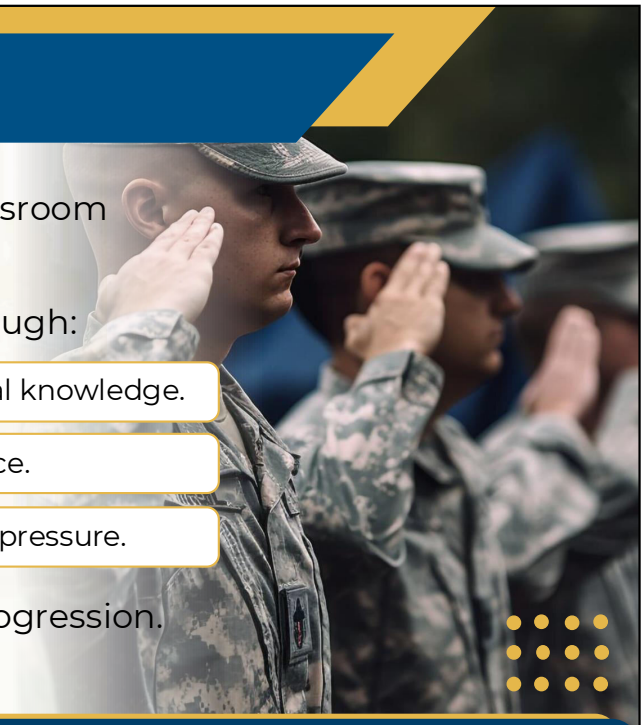
It develops through repeated cycles of:

- Learning new concepts.
- Applying them on projects.
- Reflecting on the outcome.
- Improving with every experience.

The strongest leaders are continuous learners.



Military Analogy



Military organizations don't rely on classroom instruction alone.

They intentionally develop leaders through:

- Instruction that establishes foundational knowledge.
- Repeated practice that builds confidence.
- Real-world judgment developed under pressure.

Project leadership follows the same progression.

The Real ROI Model

Quantitative Indicators

Financial metrics provide evidence that performance is improving.



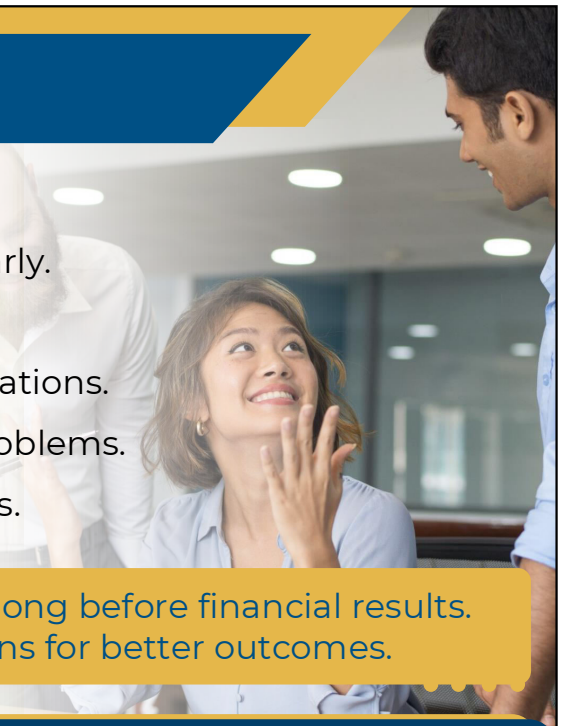
Examples include:

- Revenue managed by each project manager.
- Stronger project margins across the portfolio.
- More accurate forecasting throughout delivery.
- Higher utilization without sacrificing quality.
- Better schedule and cost performance.

Behavioral Indicators

Look for project managers who:

- Communicate risks earlier and more clearly.
- Delegate work with greater confidence.
- Facilitate more productive client conversations.
- Plan proactively instead of reacting to problems.
- Collaborate more effectively across teams.



Behavioral improvements often appear long before financial results. These behaviors create the conditions for better outcomes.

Strategic Indicators



Examples include:

- Building a stronger pipeline of future leaders.
- Retaining experienced project managers longer.
- Increasing client loyalty through consistent delivery.
- Strengthening organizational resilience.
- Creating more predictable project performance.

The Hardest ROI to Measure



The greatest value isn't always found in a spreadsheet.

Training can strengthen:

- Decision-making during uncertainty.
- Trust between teams and clients.
- Confidence in emerging leaders.
- Collaboration across departments.
- A culture focused on continuous improvement.

Closing Challenge

Discussion

What is the cost of losing your best project manager?

Developing Future Leaders

Organizations rarely hesitate to invest in physical assets.

Leadership capability deserves the same long-term commitment.

Instead of asking:

"Can we afford to invest in project managers?"

Consider asking:

"What will it cost if we don't?"

Final Takeaway

Knowledge alone does not create business value.

Real ROI happens when:

1. Learning changes everyday behavior.
2. Better behaviors improve project performance.
3. Better projects strengthen business results.
4. Organizations continuously develop future leaders.


QUESTIONS
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