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San Francisco

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UCSF Leadership Development

Year Three Program Drivers, Outcomes and Return On Investment (ROI)

UCSF Learning & Development

July 14, 2011

*cultivating leaders,
creating a culture of
innovation, collaboration
and learning*

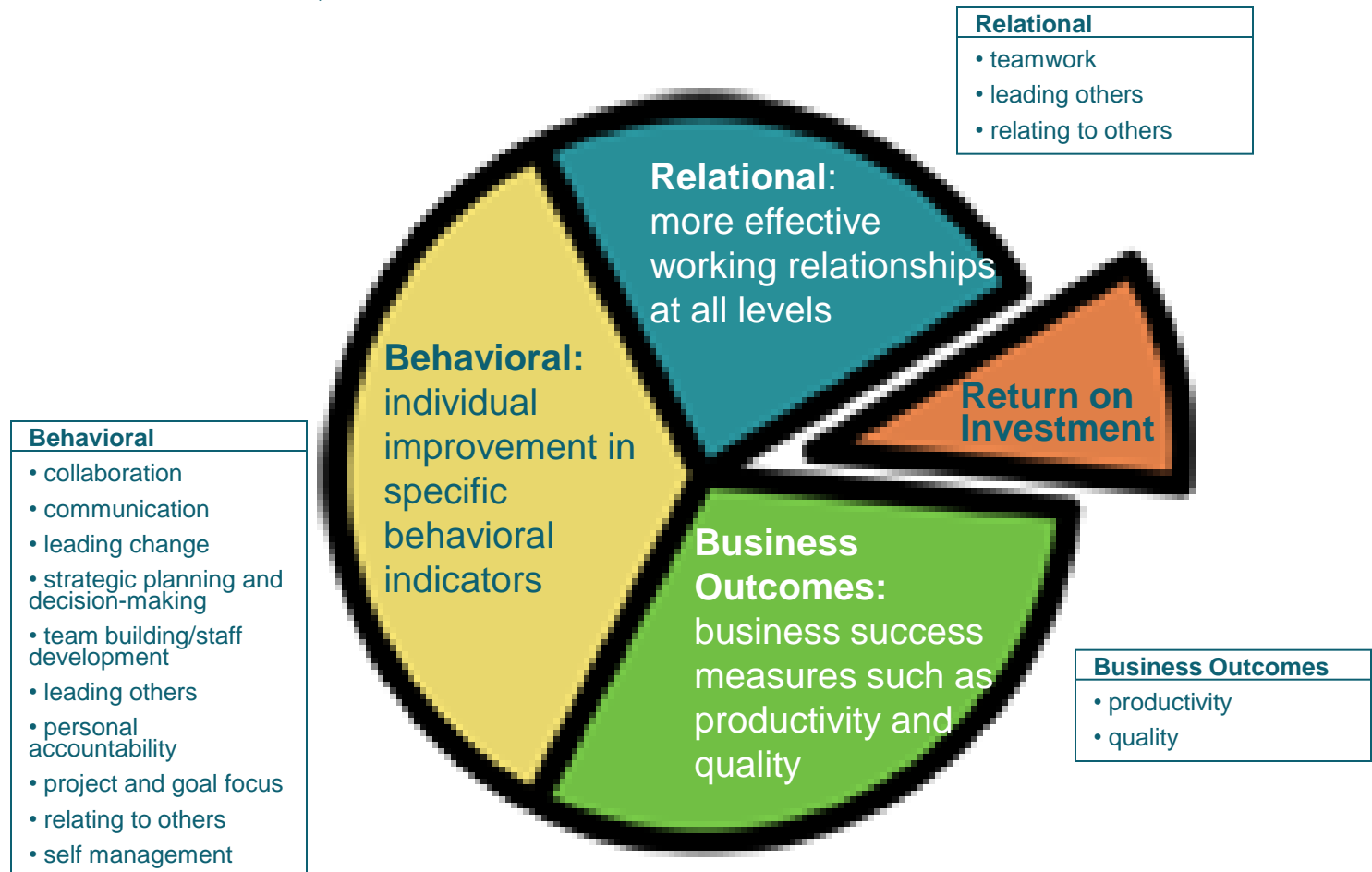
Leadership Development Program: Key Drivers and Outcomes

- 1 UCSF's People Priority is an organizational mandate to create a supportive environment and cultivate strong and capable managers. The Leadership Development program advances this priority by developing current leaders and growing a diverse pipeline of future leaders.
- 2 In September 2011, the Leadership Development Program entered its third year with 47 participants. To date, 227 middle and senior managers have graduated from the program (26% of total MSP population).
- 3 Post program assessments were conducted with program participants and participants' managers. Overall, 93% of respondents noted significant improvement in all five development areas: collaboration, communication, leading change, strategic planning/decision-making, and team building/staff development. Significant improvement was also noted in participants ability to advance teamwork, drive productivity and create better outcomes.
- 4 Overall, program benefit is 80% (averaging self-reported, observed impact and objective assessment results), up from 51% in year one. Program Return on Investment is 3 to 1 (benefit to cost).

ROI Driven by Outcomes in 3 Key Areas

Programs that result in improvement in all three areas - behavioral, relational and business outcomes - provide a strong return on investment.¹

¹Lee Hecht Harrison,



ROI: Behavioral

Behavioral

Instrument: Post Program Survey

95% of program participants and 92% of participant managers noted significant improvement (from 25% to 100%) in all 5 targeted leadership development areas:

- collaboration
- communication
- strategic planning and decision-making
- leading change
- team building/staff development

"I learned a lot that I think makes me a better leader and contributor..."
- program participant

The areas where greatest improvement was noted were:

- collaboration
- communication
- leading change

The area where least improvement was noted was:

- strategic planning and decision-making

ROI: Behavioral, Cont'd

Behavioral

Instrument: Skills Assessment

Participants took a pre and post-program leadership skills assessment which objectively rated them in 23 leadership dimensions. Five of the areas have been identified as critical for effective leaders³:

- leading others **45%** of participants' scores demonstrated improvement
- personal accountability **43%** of participants' scores demonstrated improvement
- project and goal focus **64%** of participants' scores demonstrated improvement
- relating to others **55%** of participants' scores demonstrated improvement
- self management **45%** of participants' scores demonstrated improvement

³ TTI Performance Systems, Ltd

ROI: Behavioral, Cont'd

Behavioral

Instrument: Coaching Assessment

The Executive Coach for the program assessed participant learning and application of new leadership concepts and tools:

Based on this assessment, participants were determined to have evidenced the following degree of enhanced skills.

Degree	High	Moderate	Some	None
% of Participants	79%	15%	4%	2%

ROI: Relational

Relational

Instrument: Post Program Survey

100% of program participants and participant managers noted improvement in their units' teamwork as a result of program participation.

Impact of participant learning on working unit's team work:

Teamwork	% of Improvement	% Noting Improvement
As defined by: greater communication, collaboration, working relationships	50% or more 25%	60% 40%

² response rates for participant managers too small to be statistically significant

ROI: Relational Cont'd

Relational

Instrument: Skills Assessment

2 of the 5 critical leadership skills assessed measure relational skills (developing more effective working relationships at all levels)

Skills	% Showing Improvement
Leading Others	45%
Relating to Others	55%

ROI: Business Outcomes

Business Outcomes

Instrument: Post Program Survey

95% of program participants and 90% of participant managers noted improvement in their units' productivity and outcomes.

Impact of participant learning on working unit's productivity and quality:

	% of Improvement	% of Participants Noting Improvement
Productivity (as defined by: defining key priorities, doing more with less)	50% or more 25%	73% 22%
Better Outcomes (as defined by: improved implementation)	50% or more 25%	79% 16%

ROI: Analysis

Return on Investment

The Leadership Development Program provides both tangible and intangible benefits for the organization such as enhanced communication, increased collaboration, greater capacity to lead change, increased teamwork and productivity and better project outcomes.

Following is an analysis of return on investment:

Survey: total % of improvement (teamwork, productivity and better outcomes)	95%
Skills Assessment: increased skills in 5 key areas	50%
Coaching: application of tools (moderate or above)	94%
Overall % of Program Benefit	80%
Program Value: \$4,700,000 (47 participants at an annual salary of \$100,000) X percentage of improvement (80% improve 25% or more = 20%)	\$940,000
Program Cost (hard costs plus program coordinator)	- \$302,568
Value	\$637,432
ROI	3 to 1