



PROOF

That DDI's Leadership Development Pays Off

40+ years of research on the impact of Interaction Management®



INSIGHT

This report is the world's largest aggregation of impact studies and analyses on the effectiveness of a single leadership development program: DDI's Interaction Management® (IM®). The data-based evidence captured here is your "insurance policy" that IM® will positively impact your leaders, their teams, and your organization!



If your leadership development doesn't work, chances are you're not using Interaction Management®

You know many of your leaders aren't as good as they need to be—and you've probably read about the commonly held belief that the \$50 billion training industry isn't developing enough effective leaders that organizations need.

But not all leadership development is created equal, and there's a sizable difference between leadership development that delivers results and development that doesn't. That's what sets DDI's Interaction Management® (IM®) apart!

What is Interaction Management® (IM®)?

Designed to develop critical interpersonal and leadership skills through behavior modeling and practice, Interaction Management® improves leaders in an observable and measurable way. Since it first debuted in 1973, IM® has been continually updated and today it has evolved into a technology-enabled leadership development ecosystem that actualizes powerful results through more than 30 courses—on leadership topic areas such as coaching, empathy, managing performance, developing others, and driving for results—plus microcourses, simulations and games, assessment tools, multiple delivery options, and learning support resources that drive behavioral impact and organizational results.

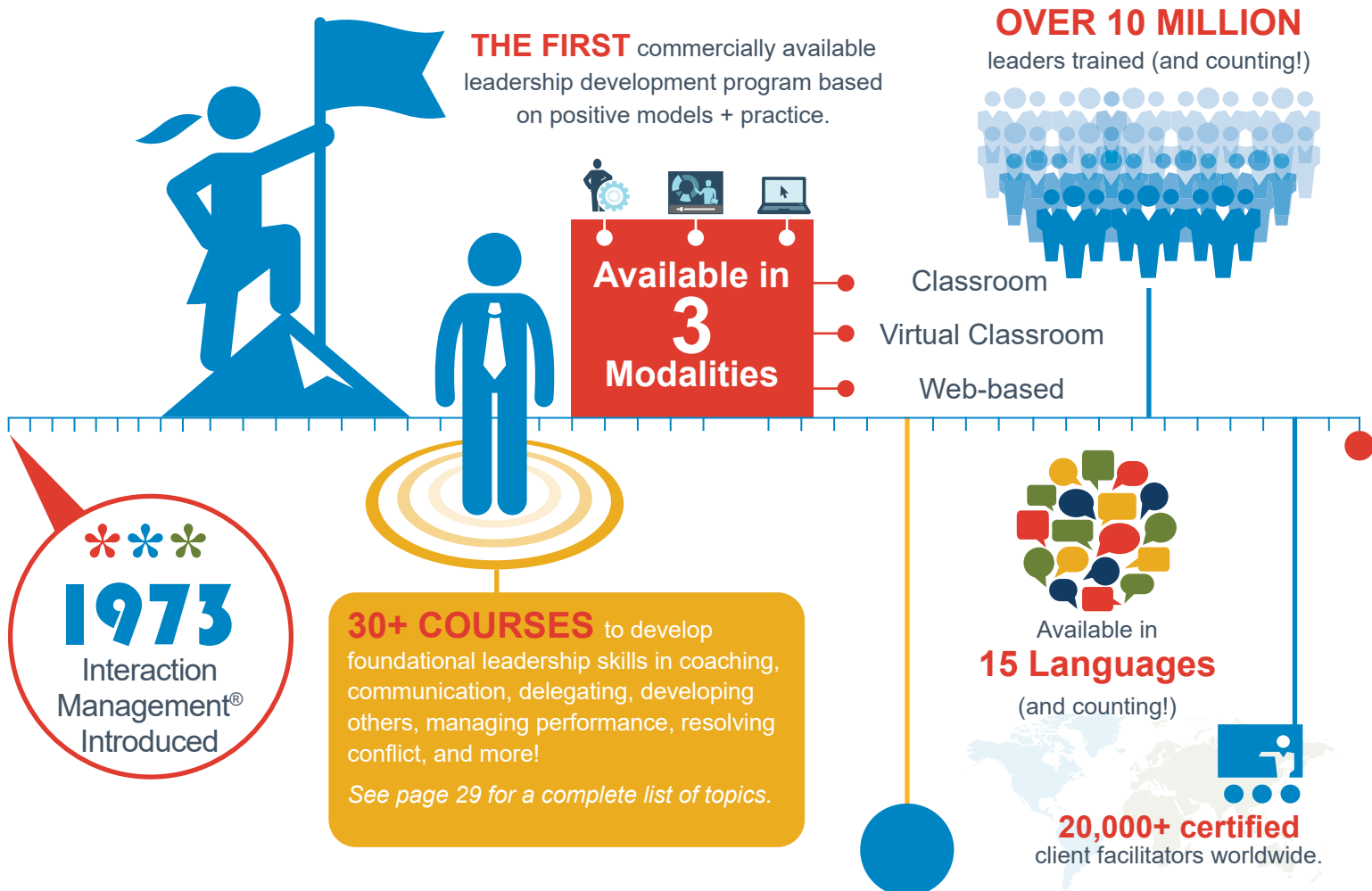
The DDI Difference

While others promote five-minute videos and quick fixes, at DDI we truly know what it takes to build better leaders for a better future. Think about it, you're not going to send your son off with the car keys simply because he's read a book or played a video game. It's critical for him to truly have the skills, to practice them, to get feedback and apply, apply, apply! This is the heart of IM® and always has been. It's what sets DDI apart, and this aggregation of studies and analyses shows the results you should expect from your investment in leadership development.

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Interaction Management® by the Numbers



About This Research

- 42** years of research
- 186** unique studies, including:
 - **65** business impact analyses and ROI estimates
 - **143** behavior change evaluations
- 156** organizations
- 44** countries
- 8** major industries
- 18,338** IM® participants
- 12,468** observers of IM® participants (managers, peers, and direct reports)

Recognized as a “model program” by the Consortium for Research on Emotional Intelligence.



How IM[®] Impacts Business Results

The goal of any leadership development program is to change the organization positively. Since IM[®] was first introduced in 1973, thousands of organizations have seen the system positively impact their business in important ways.

While very few organizations evaluate the business impact of their leadership development programs, we have aggregated analyses of 43 unique IM[®] programs. The impact captured in these analyses include improvements in sales, productivity, and work quality, and decreases in absenteeism, accidents, and production time.

In addition, we have aggregated the results from 22 organizations that determined the ROI of their IM[®] implementation. And while organizations use different metrics to estimate ROI, their returns range from 147% to 633%!

Hard Data Prove that Leadership Development Works

Business Metrics Show How IM® Impacts the Bottom Line

Sales	↑	114%
Cross-selling	↑	233%
Customer Satisfaction Ratings	↑	71%
Business Referrals	↑	300%
Productivity	↑	36%
Operational Efficiency	↑	42%
Work Quality	↑	48%
Absenteeism	↓	90%
Turnover	↓	77%
Downtime	↓	11%
Rework	↓	90%
Supplemental Labor Costs	↓	237%
Overtime	↓	49%
Accidents	↓	60%
Grievances	↓	105%
Production Time	↓	26%

↑ Represents average
INCREASE
across studies.

↓ Represents average
DECREASE
across studies.

43 STUDIES QUANTIFY
THE BUSINESS
IMPACT OF IM®

22 STUDIES
SPECIFICALLY
ASSESS THE ROI
(that ranges from
147% to 633%)

INSIGHT Impact takes many forms.

Better leadership can drive improvement in an organization's bottom line in countless ways. The results listed above are examples of business areas impacted by IM®

Success Stories:

IM® Will Boost Your Bottom Line

PRODUCTIVITY 21% AUTOMOTIVE MANUFACTURING

The organization introduced IM® into several manufacturing plants with a history of low productivity and performance problems. Similar “control” plants were selected as a comparison group. Metrics of quality, on-time delivery of parts, productivity, health and safety, and absenteeism were tracked to determine the impact of IM®. Compared to the control plants, the experimental site showed a 21% improvement in productivity resulting in an estimated \$4.4 million in return.

\$4 MILLION IN COST SAVINGS INVESTMENT SERVICES

To improve its brand reputation and reduce turnover, the organization partnered with DDI to implement an IM® development program. Vice presidents from the organization were certified to facilitate the courses and then worked with DDI to train the organization’s senior leaders, mid-level managers, and frontline supervisors. Annualized turnover has fallen from 70% to 13%, resulting in cost savings of over \$4 million a year.

105% IN SALES PHARMACEUTICAL SALES

After implementing IM® for sales managers, an Australian pharmaceutical company experienced an overall 105% increase in sales volume, with sales productivity increasing by an average of 68% per representative whose managers completed the IM® program.

TURNOVER 16% INFORMATION TECHNOLOGY SOLUTIONS

More than 700 leaders from a global IT solutions organization participated in a 12-course IM® curriculum aimed at improving employee productivity and performance. For teams involved in the program, employee turnover dropped from 20.4% to 4.8%.

OVERTIME 92% BANKING

After their supervisors completed an IM® development program, tellers demonstrated substantial improvements in their work productivity, as evidenced by their generating approximately four times more business referrals and new loans per month. They also increased cross-selling (the number of loans provided with additional life insurance) by 233%. In addition to the increased productivity, teller overtime was reduced by 92%, overall.

\$2 MILLION IN COST SAVINGS PHARMACEUTICAL PRODUCTION

After partnering with DDI to implement an IM® development program, production time was reduced by 26% while labor costs fell by 34%, resulting in over \$2 million in first-year production cost savings.

DOWNTIME 8% MINING

A mining organization implemented IM® for its leaders and realized significant improvements in two areas: workforce absenteeism dropped from 9% to 2% while resulting downtime dropped from 9% to less than 1%.

ACCIDENTS 70% SPECIALIZED EQUIPMENT MANUFACTURING

To promote a culture that supports employee development, motivation, and retention nearly 400 employees from a manufacturing company participated in IM®. Employee turnover fell by 90% while accidents decreased by 70%.

SALES 20% MULTINATIONAL FOODSERVICE

Less than a year after participating in an IM® program focused on improving leaders’ coaching and communication skills, the organization realized more than a 20% increase in sales from teams whose leaders participated in the program.



How IM[®] Changes Behavior

To get business impact, like that described on the preceding pages, leaders must change their behavior. IM[®] has a long track record of quantified behavior change because it promotes the effective behaviors leaders need to get results.

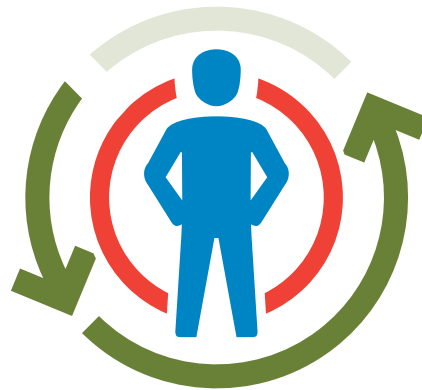
A big reason why IM[®] is so effective is that it is a skill-building program that focuses on what we call the Key Principles:

- Maintain or enhance self-esteem.
- Listen and respond with empathy.
- Ask for help and encourage involvement.
- Share thoughts, feelings, and rationale. (*to build trust*)
- Provide support without removing responsibility. (*to build ownership*)

On the following pages are findings from a meta-analysis of behavior change results from 143 organizations.

It's All About Behavior Change

IM[®] transfers skills to the workplace.



82%

82% of managers, peers & direct reports cite higher frequency of observed positive leadership behaviors by IM[®]-developed leaders.

– Reported by managers, peers, and direct reports of IM[®] participants –

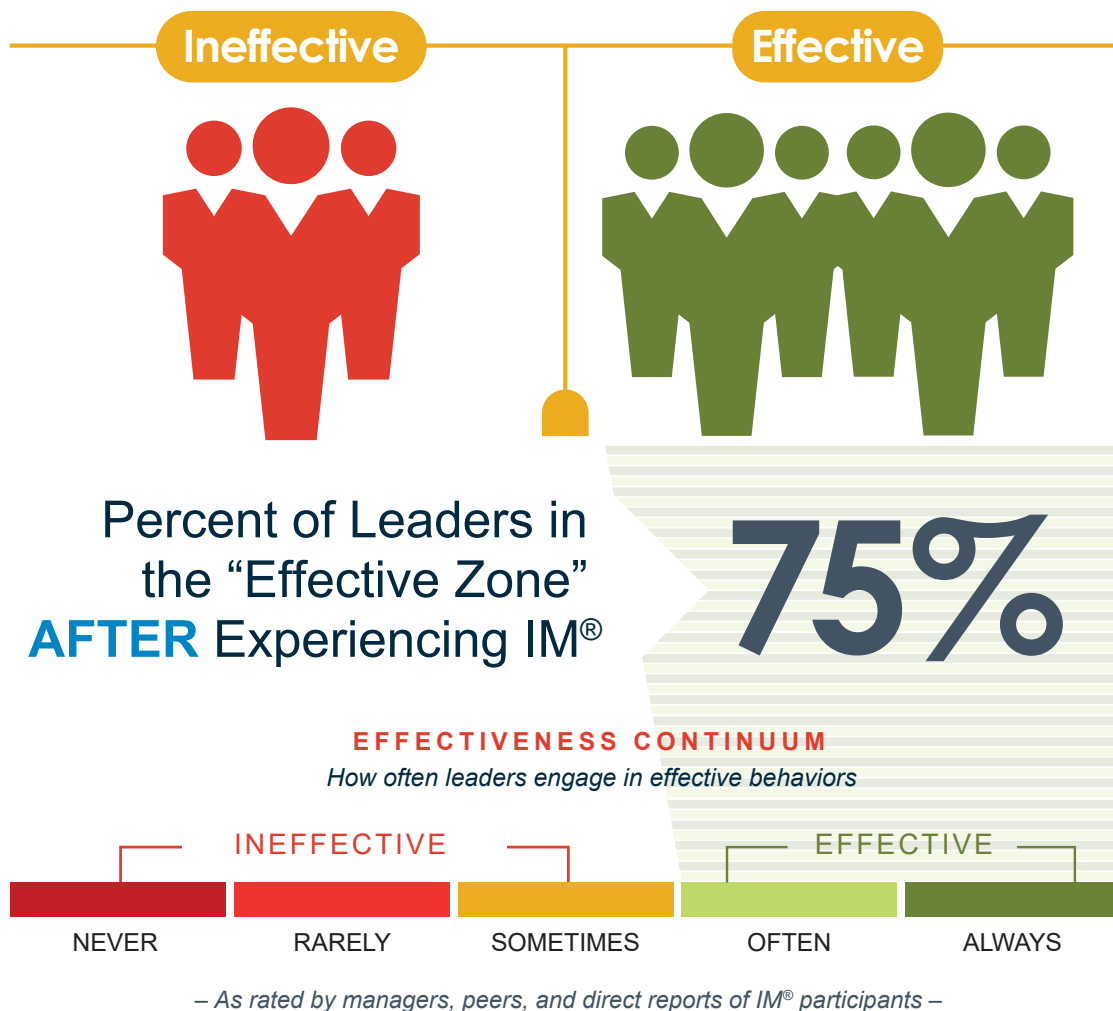
INSIGHT

Learning leadership skills is only the beginning.

DDI measures behavior change by comparing how often leaders engage in effective leadership behaviors after versus before development. Managers, peers, and direct reports provide observations of behavior change. The program participants—6,442 of them—also report positive change: 93% report improvements!

AFTER IM[®], 3 Out of 4 Leaders Are Effective in Critical Leadership Skills

Shifting leaders into the "Effective Zone."



INSIGHT

Imagine if 3 of 4 leaders in your organization were exceptional?

According to observers, after IM[®] 75% of leaders "often" or "almost always" display effective leadership behaviors (compared to just 55% prior to IM[®]). Among IM[®] participants rating themselves, the percentage of leaders consistently demonstrating effective leadership behaviors is 86%!

Improvement Across a Full Spectrum of Skills

IM® is proven to improve critical leadership competencies.

Building Trust	95%
Influencing Others	91%
Communicating Effectively	89%
Coaching for Improvement	85%
Coaching for Success	84%
Managing Performance Problems	84%
Leading Change	83%
Setting Performance Expectations	82%
Delegation and Empowerment	78%
Resolving Conflict	74%

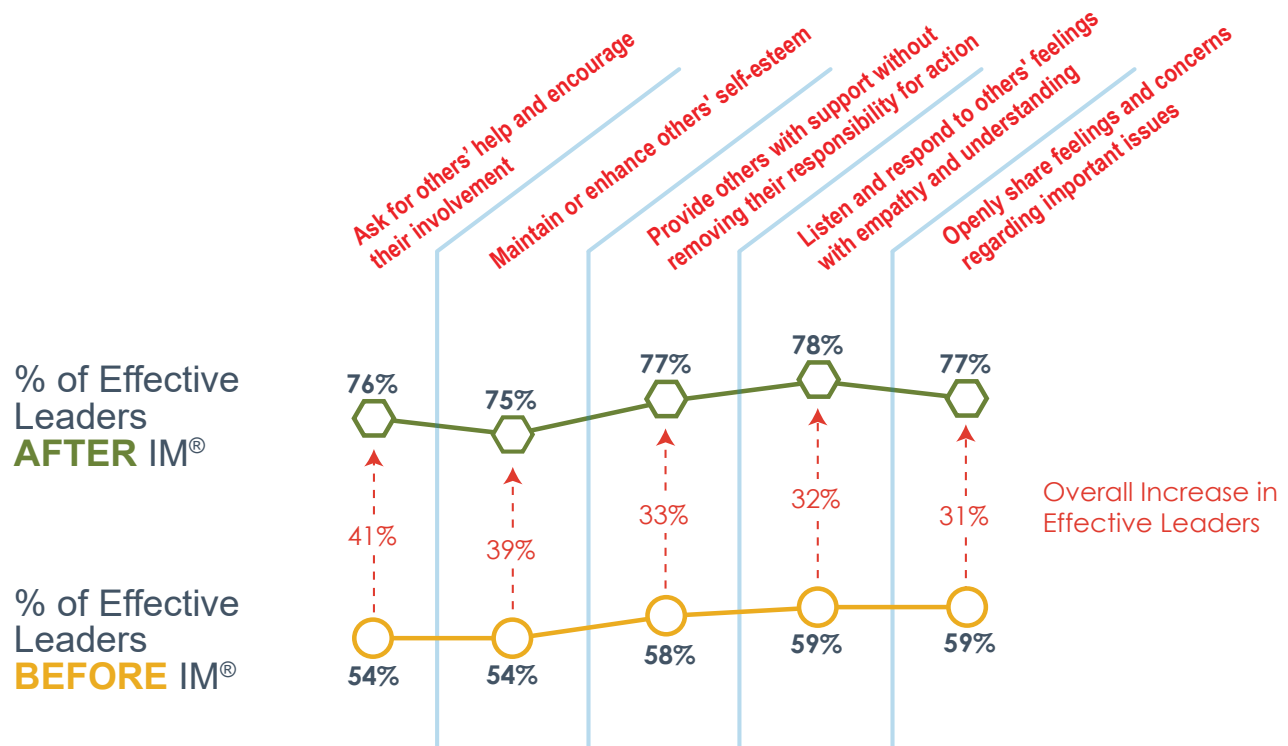
– Percent of effective leaders as self-rated by IM® participants –

INSIGHT What makes a great leader?

At DDI, we define leadership using competencies—a collection of behaviors that lead to success on the job. The results above provide a small sample of the numerous competencies developed by IM®.

Key Principles: The Heart of IM[®]

IM[®] helps leaders address the personal needs of individuals in any interaction.



– As rated by managers, peers, and direct reports of IM[®] participants –



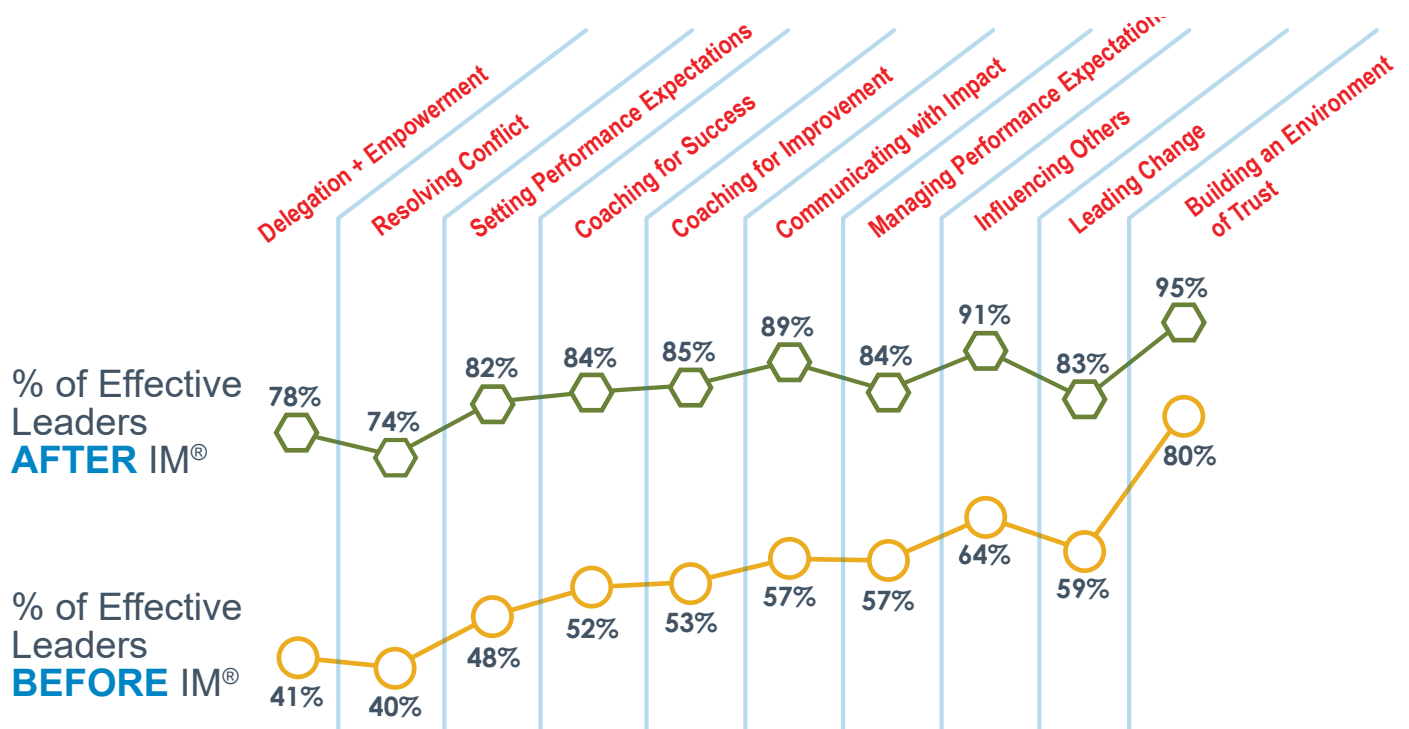
INSIGHT

Addressing personal needs maximizes impact.

The heart of every interaction is to help others maximize their own impact. This happens when people feel respected, valued, listened to and understood, committed, empowered and supported. The Key Principles have been at the heart of IM[®] from the start. These interaction essentials help springboard performance in key skills and have an impact.

Making Bad Leaders Better and Good Leaders Great

The percent of effective leaders increases most dramatically where the biggest gaps exist.



– As self-rated by IM® participants –



INSIGHT

All leaders have room to improve.

IM® improves leaders no matter how large the skill gap; however, IM® has the greatest impact on the skills in which leaders are most lacking. This gives you confidence that your leaders avoid the most critical interaction mistakes (e.g., dumping, not empowering, lost productivity and trust when conflict festers).



How IM[®] Improves Engagement

Engagement is a sense of ownership and involvement in a job. Highly engaged employees feel that their involvement matters, their opinions are sought and heard, and they have clear objectives against which to measure success.

Organizations understand the value and importance of having engaged employees. Our research confirms that IM[®] develops leaders in the skills they need to help employees be more engaged.

Better Leaders = Higher Employee Engagement

IM[®] is an insurance policy on your engagement investments.



81%

81% of direct reports whose leader attended IM[®] reported increased engagement.

(51% Average Increase in Engagement Scores)

– As reported by direct reports of IM[®] participants –

INSIGHT

No other program can guarantee results.

Millions of dollars are spent by companies each year to address employee engagement—measuring, analyzing, and trying to increase it. Good news: 81% of direct reports whose leader attended IM[®] courses reported that their leader has increased their level of work engagement. This research shows that IM[®] is all but guaranteed to boost employee engagement!

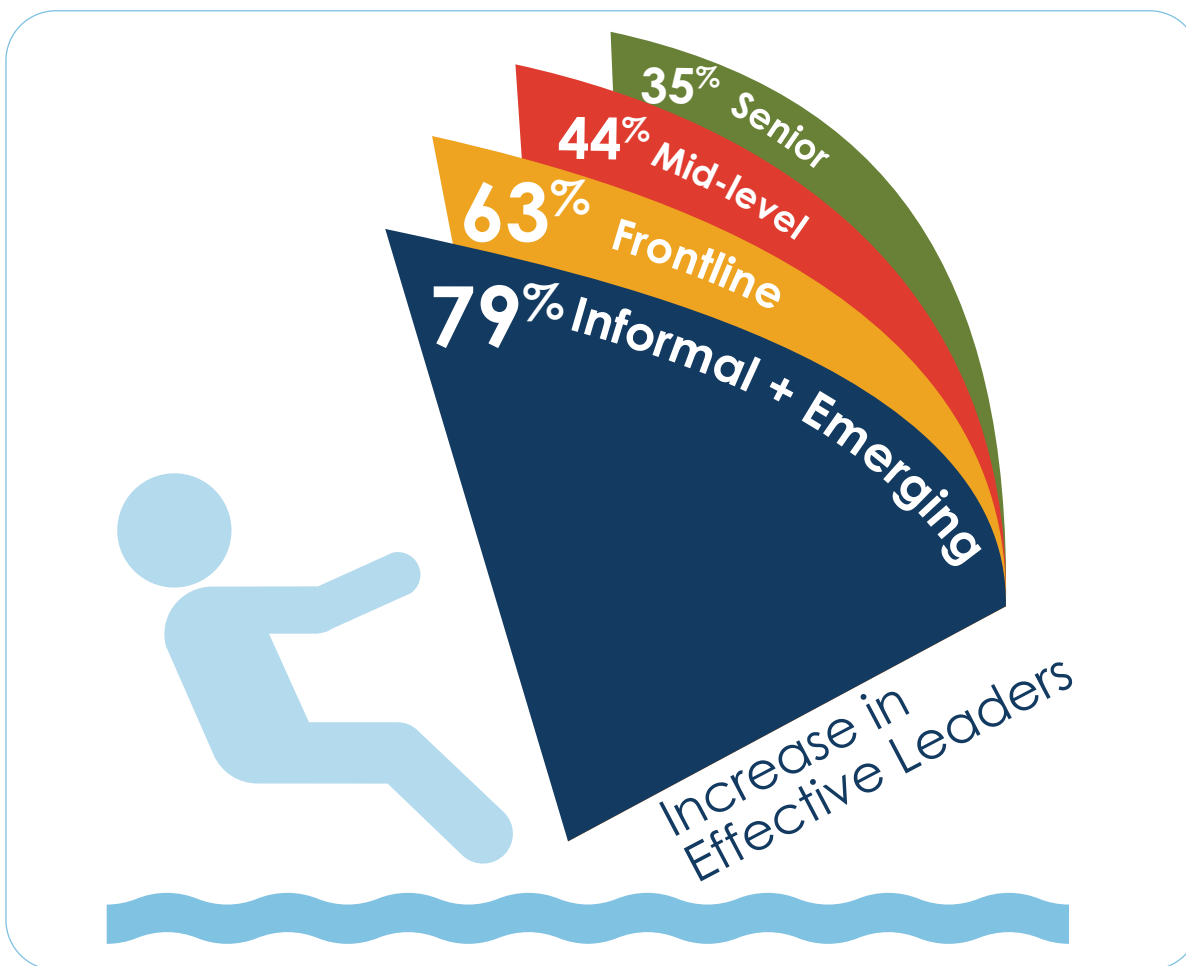


How to **Get the Most from IM[®]**

As part of our meta-analysis of IM[®] impact studies, we have identified best practices in the delivery of IM[®] to leaders at different organizational and experience levels. These include what it takes to promote skill application back on the job to improve leader performance—the most important return on an investment in a leadership development program!

Develop Leadership Skills Early

Leader skill growth depends on when you start.



– Overall percentage increase of effective leaders as self-rated by IM® participants –
(comparing before and after IM®)

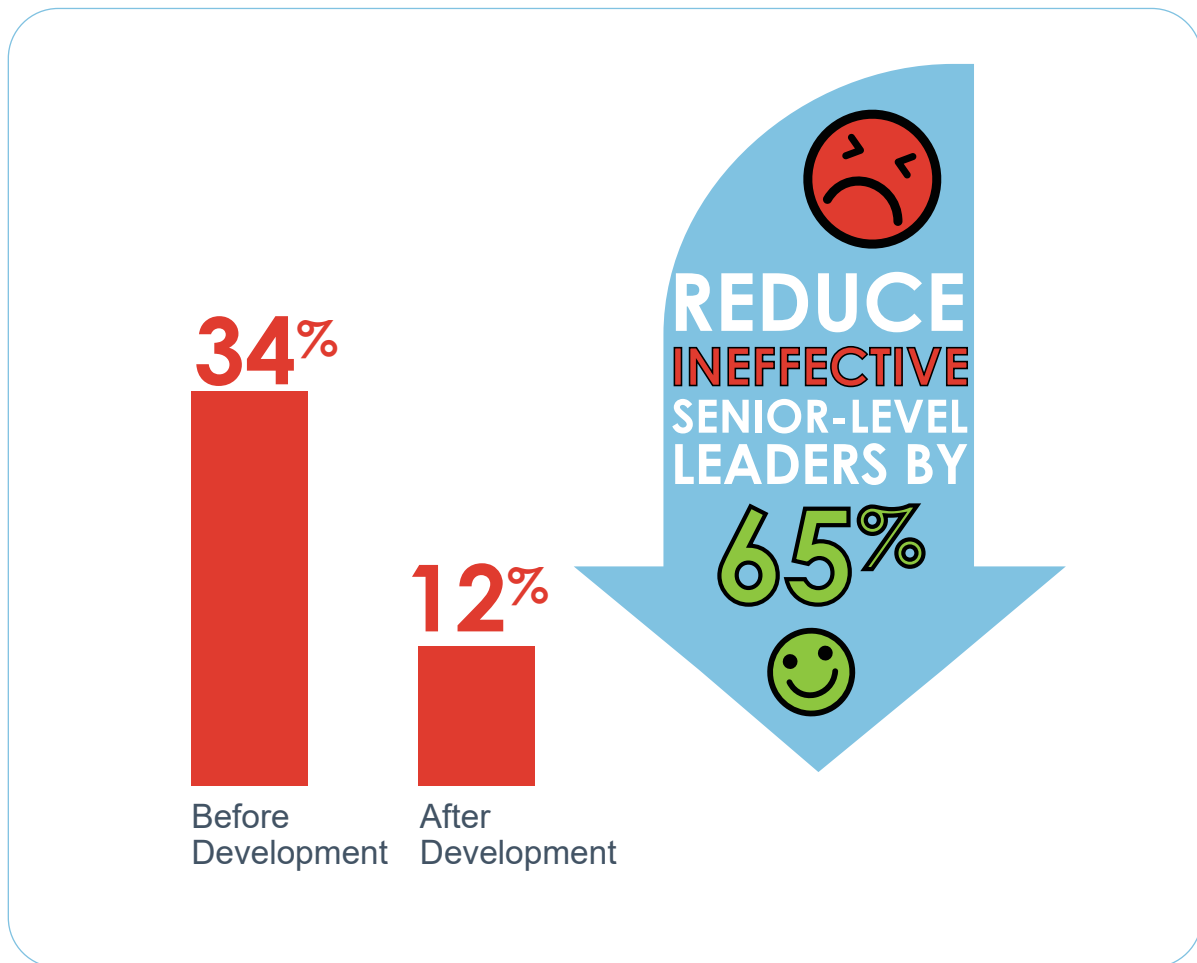
INSIGHT

Lower-level leaders have the greatest leadership needs and, thus, get the most out of development.

Upon going through IM®, informal and emerging leaders tend to experience more growth than higher-level leaders. This is because lower-level leaders have more room to improve. Developing foundational skills before employees step into formal leadership roles prevents them from forming bad leadership habits and positions them for success.

It's Never Too Late to Improve

When adapted to their experience and unique development needs, IM® helps senior-level leaders brush up on the leadership basics.



– Percentage of senior managers who rated themselves as ineffective in IM® skills –

INSIGHT

Many senior leaders still have not acquired basic leadership skills or have forgotten them.

To step up as role models, coaches, and mentors, senior-level leaders can benefit from the leadership skills developed in IM®. After IM®, the number of ineffective senior-level leaders was reduced by 65%.

The 3 Factors that Predict Skill Application

IM® participants report what makes them apply new skills and concepts back on the job.



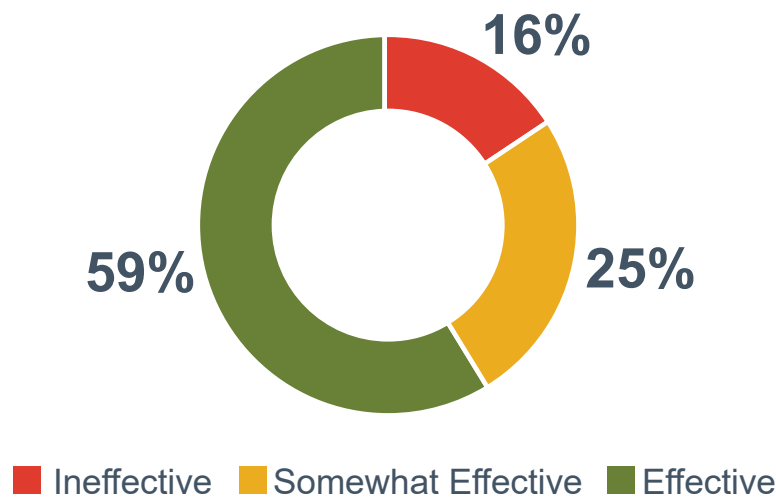
INSIGHT

These 3 matter most.

While many factors contribute to skill application, IM® participants single out three as the most important: they want to understand that the development is relevant to their job, that positive outcomes are possible, and that their manager will help, support, and reinforce the application of new skills.

Get More Out of Development by Improving Manager Support

Not enough managers are effective at providing support for development.



Only **59%** of leaders report that their managers are effective at supporting the application of new skills

– As rated by IM® participants –

INSIGHT

Can you afford to risk 41% of your leadership investments?

Of the three significant predictors—job relevance, personal motivation, and manager support—increasing manager support and reinforcement provides the greatest opportunity to increase behavior change.



How IM[®] Promotes Growth

Because IM[®] changes leadership behavior at all levels, it is critical in growing your organization's leadership capability, strengthening your leadership pipeline, and accelerating your leadership talent by compensating for gaps in confidence and experience. The agility of IM[®] to address your organization's diverse needs is one of the major reasons why the system has set the standard for leadership development for more than 40 years—and provides equal opportunity for growth and advancement for all!

Development That Makes Up for Experience

Whether leaders have been in role for less than a year or more than 10 years, IM® helps level the playing field.



– As self-rated by IM® participants –



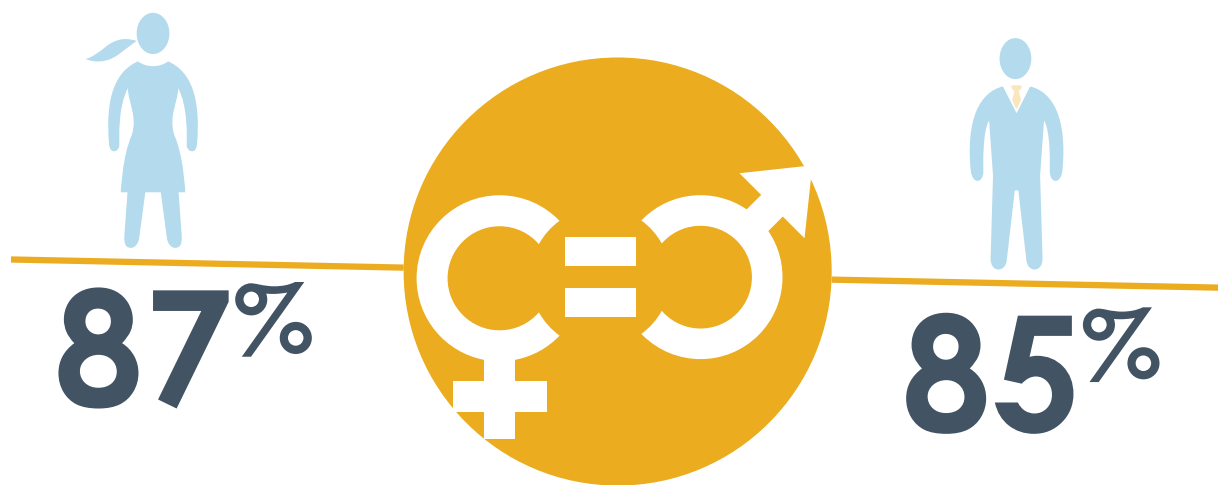
INSIGHT

Imagine if development could make up for years of experience?

Whether leaders have been in their current role for less than a year or more than 10 years, the percentage of leaders who rate themselves as effective after participating in IM® is about 85%! The study shows that the greatest impact are on leaders who have recently transitioned into their new position. IM® helps to level the playing field for new managers.

Development That Impacts Men and Women Equally

IM® is equally effective at improving men and women leaders.



– Men and women who self-rate as effective on key leadership behaviors after IM® –



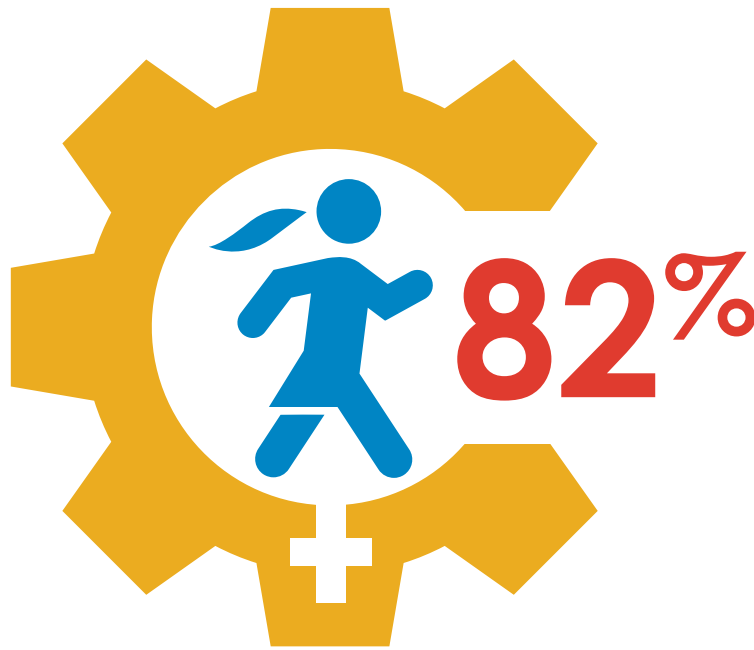
INSIGHT

There is strength in leadership diversity.

Many organizations are focusing on diversity as a business strategy to support innovation and rapid growth. IM® is equally effective at increasing the number of successful male and female leaders.

Closing the Confidence Gap

IM[®] increases womens' confidence in being a leader.



82% of women report their **confidence in being a leader increased** as a result of participating in IM[®] programs.

– As self-rated by IM[®] participants –

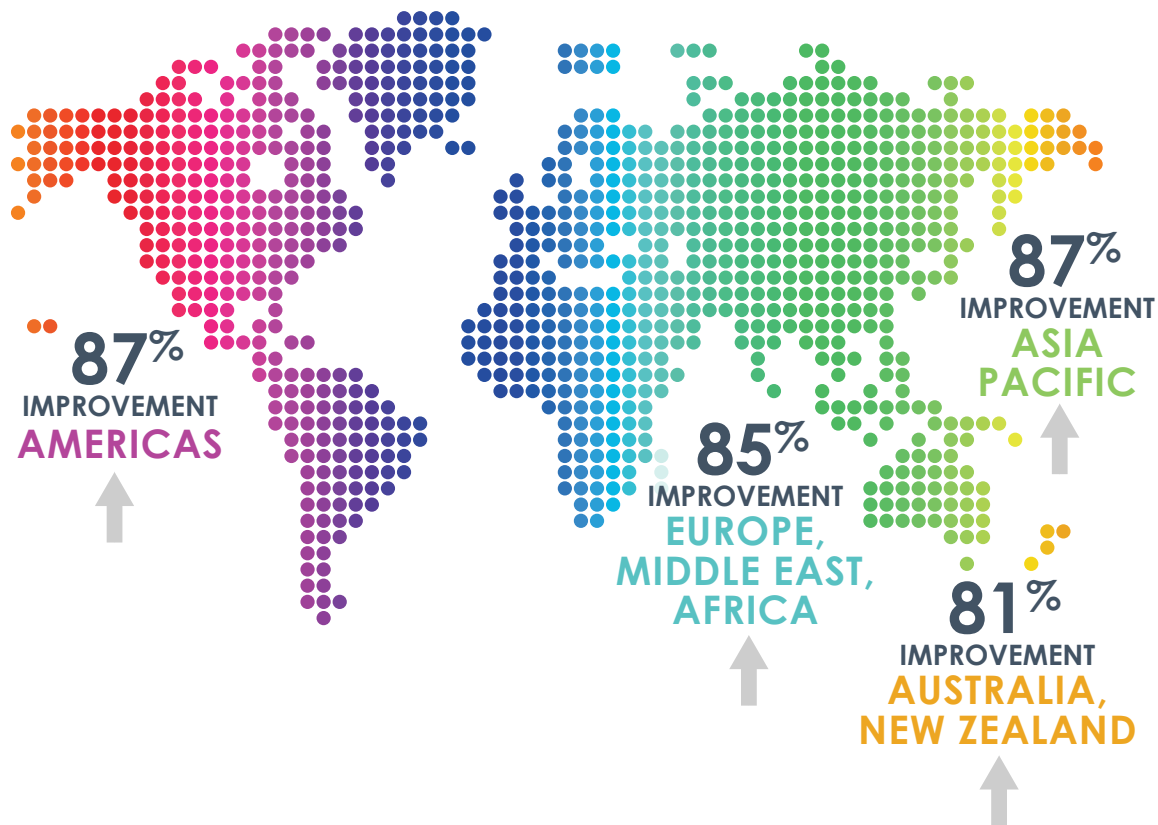
INSIGHT

Help your women leaders become more confident.

Research has shown that men are significantly more confident than women in their leadership abilities. Over 80% of women indicated that IM[®] increased their leadership confidence, helping close the confidence gap between men and women.

Development That Works Worldwide

IM® improves leaders across 44 countries.



– Percentage of effective leaders after IM® as self-rated by participants –



INSIGHT Develop your leaders wherever they may be.

Ensuring that leaders speak a common leadership language is paramount to achieving common strategies across the globe. More than 140 studies have shown that IM® successfully grows leaders in 44 countries. No other leadership development program has the proven global reach of IM®.

Next Steps: Get started with these 10 proven practices!

1 BUILD A BUSINESS CASE.

Leadership development has long been viewed as a cost. But as this study makes clear, it's really an investment in your leaders—and in your business! Share the examples of business metrics from this study to build a strong case and gain commitment from your senior stakeholders.

2 DETERMINE YOUR BUSINESS METRICS.

To target your measurement efforts, talk to your key stakeholders and ask them what business metrics are most important to them. When designing your development program, determine how you will track progress throughout implementation and measure success in critical business metrics—instead of waiting to evaluate impact only at the very end.

3 DEMAND MANAGER SUPPORT.

This is the biggest lever you can pull to increase the impact of your program. Involve the managers of leaders in supporting and reinforcing application of new skills. A proven approach to help attain this support is to provide training for managers to make them aware of the importance of their role.

4 INVEST IN LEADERS EARLY IN THEIR CAREERS.

No transition is more difficult than the move to a leadership role for the first time. While, as this report shows, all leaders benefit from IM®, newly appointed leaders, individual contributors, and informal leaders will get the most impact from the development.

5 PREPARE LEADERS IN TRANSITION.

Less than one-third of organizations have formal programs to prepare leaders for a new role or level. Regardless of level, you'll see greater return from your leadership development investment within the first two years a leader is in his or her new position.

6 DON'T LIMIT DEVELOPMENT TO FRONTLINE LEADERS—DEVELOP ALL LEVELS.

If your mid-level or senior leaders are still struggling with the essential yet critical leadership skills, it's never too late for them to grow. Senior leaders set the tone for your organization's leadership and, yes, they can still develop. Build options and flexibility to take into account the learning methods most valuable at each level.

7 BUILD A STRONGER PIPELINE OF WOMEN LEADERS.

While men and women respond equally well to leadership development, providing development also boosts the confidence of women leaders—one of the biggest factors holding women back!

8 DISCOVER YOUR LEADERS' STRENGTHS AND GAPS.

Others believe it's best to just focus on strengths, but this study proves that leaders improve most dramatically in those skills in which they are weakest. Diagnose your leaders with a good assessment tool so you can identify both their strengths and gaps, and personalize their development efforts to meet their specific needs.

9 DEVELOP A GLOBAL LEADERSHIP LANGUAGE.

Your leaders and HR team don't need the complexity of learning 101 different models for interpersonal skills, effective communication, or great coaching. A global leadership development program can bring focus and clarity to help establish a common language across levels and geographies.

10 REINFORCE LEARNING AND SUSTAIN THE MOMENTUM.

For true behavior change, development can't be seen as just a series of training events. Invest energy and resources in what happens before and after formal learning. Options for reinforcing learning and promoting sustainability include a kick-off by your executive sponsor, self-assessments, peer networking, ongoing coaching from managers, and application projects back on the job.



About Interaction Management®: The Best Only Gets Better

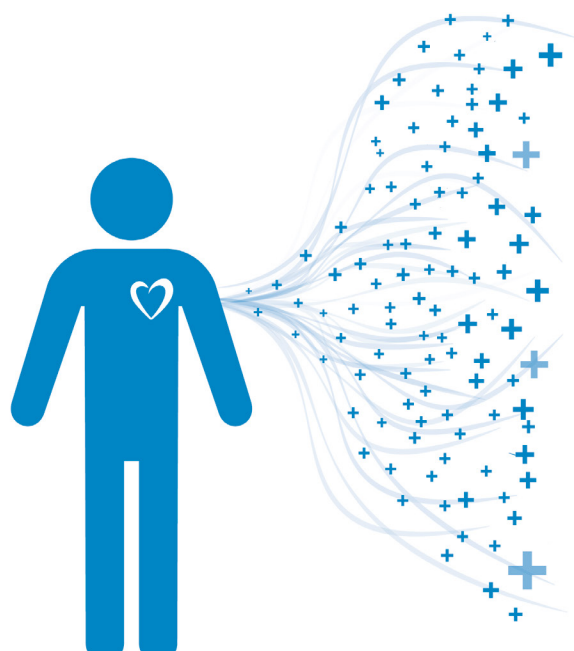
The concepts in DDI's Interaction Management® are fundamental to what makes leaders, as best-selling author Geoff Colvin might say, "uniquely human." DDI has codified these concepts into observable leadership behaviors and developed a unique and powerful solution to help leaders drive organizational and personal success. If you're familiar with DDI's Key Principles and Interaction Guidelines, you know how essential they are to being a great leader!

While the concepts are evergreen, we've been consistently re-imagining IM® over the last 40+ years in response to our clients' feedback, dramatic business shifts, and enhancements to learning technologies. Indeed, we've gone through seven major revisions—and likely 7,000 more minor ones!

Developing the Best Leaders—In and Out of the Workplace

Much like an ingredient that induces a chemical reaction, a catalyst leader is someone who ignites action in others. That ignition might jump-start a change in an inefficient process, spawn a new idea for a new product, or most importantly—effect change in others. With IM®, you can develop catalyst leaders who spark action in others and deliver results.

THE CATALYST LEADER



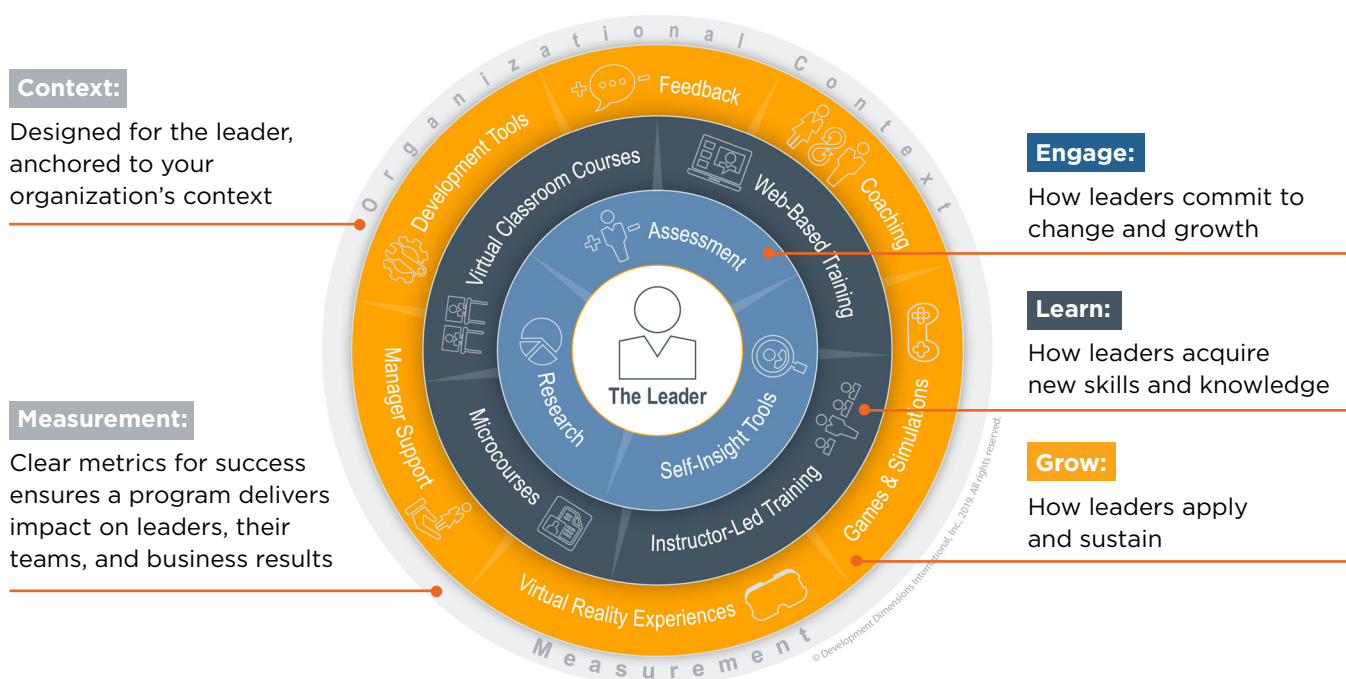
- + Asks and listens
- + Fosters innovation
- + Provides balanced feedback
- + Builds trust
- + Focuses on people's potential
- + Collaborates and networks
- + Empowers others
- + Encourages development
- + Energizes and mobilizes
- + Aligns actions with strategy

Source: *Your First Leadership Job: How Catalyst Leaders Bring Out the Best In Others.*
www.YourFirstLeadershipJob.com

The skills leaders develop through IM® are applicable outside of the workplace, as well. In a separate study, we surveyed more than 300 leaders who recently participated in one or more IM® courses. We found that 82% reported that they also used the skills outside of the workplace with considerable success—proof that IM® not only makes leaders better, but makes them better people at home and in their communities, too! Also, an important benefit to leaders applying their skills outside of the workplace is that they gain additional practice in skill application which, in turn, makes them more likely to continue to use the skills back on the job.

Developing Today's Leaders

First introduced in 1973, IM® is the world's first commercially available leadership development program based on behavior modeling; today, the IM® system is a technology-enabled system designed to drive real, sustainable behavior change and develop stronger, more effective leaders. IM® meets the learning and development needs of today's complex, fast-paced, and global leaders by integrating the newest technologies and approaches in assessment, delivering dynamic classroom experiences, virtual learning, games and simulations, application tools, and built-in measurement.



Keeping the Impact Going

Let's start a conversation. DDI offers assessment and development solutions to help you meet your business goals by ensuring a ready-now supply of leaders. With DDI, you can:

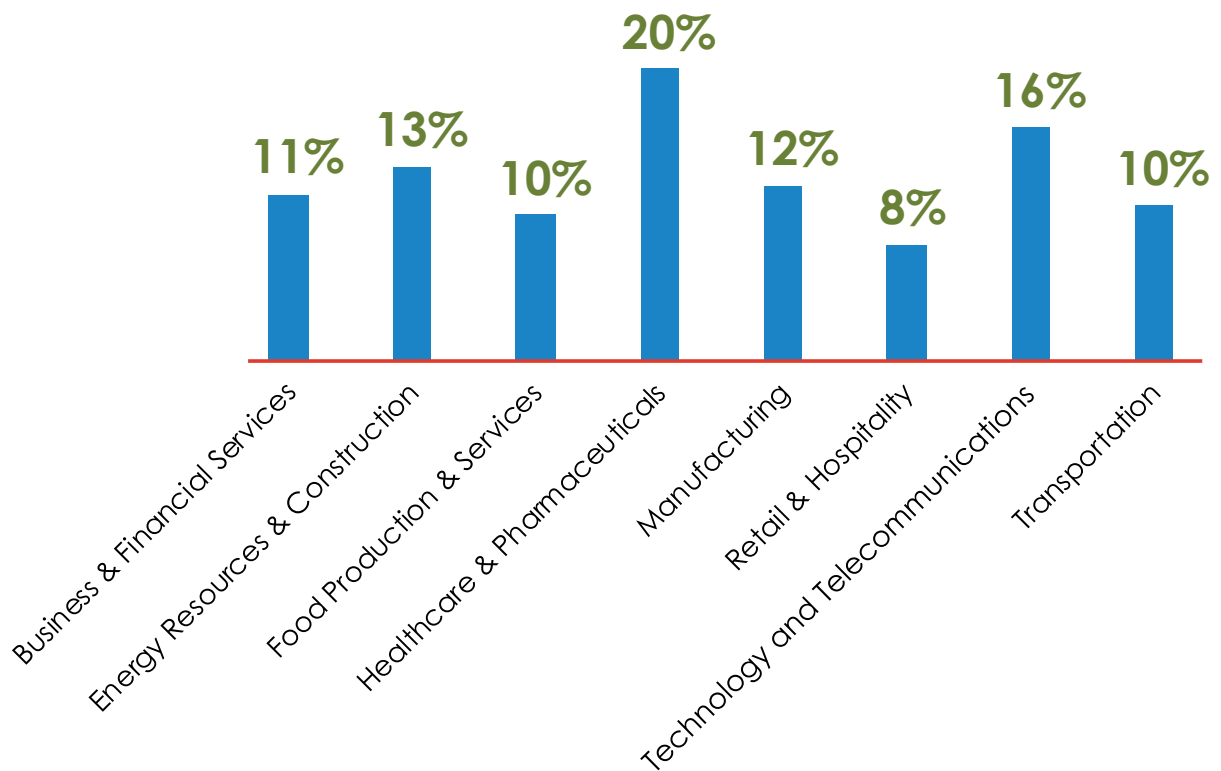
- **Build a Business Case.** We'll work with you to build a business case for leadership development that is aligned to your business context, and anchored by business metrics that matter most to your organization.
- **Grow Better Leaders at Every Level.** Only DDI can provide you with a full range of assessment and development solutions for every level of your leadership, from the C-Suite to the front line. The payoff for you? A steady flow of ready-now leaders prepared to move from one role to the next, and aligned to a common leadership culture.
- **Benefit from a Partner—from Ideation to Impact.** With DDI, you don't just get proven content. You also have expert consultants, highly effective facilitators, and experienced project management teams who will work with you to design the right solutions, engage the right stakeholders and internal partners, and ensure you can measure, prove, and sustain enterprise-wide momentum and impact.
- **Leverage Technology.** Learning can happen anywhere, anytime with online and mobile learning, virtual classrooms, and digital materials. Your leaders will have full access to DDI's classroom courses and digital solutions that put learning and development at their fingertips.
- **Gain Insights from Research + Experience.** Experimenting with leadership solutions can be exciting—yet risky. When you're ready to focus on ideas that are tested and proven, talk to DDI. You'll benefit from the insights we've gained from our research and experience working with thousands of companies and developing millions of better leaders—at every level, in every industry, all over the planet.
- **Scale Worldwide.** Need locally translated solutions? We got it. On-the-ground resources in 26 countries? Got that, too. But what sets DDI apart is the ability to provide you with the experience, insight, and support to execute global leadership initiatives, while simultaneously balancing the need to reflect each local culture.

About This Study

Our Approach

This report combines the results of multiple studies of how IM® impacts behavior change, employee engagement, and growth. It also includes meta-analyses in order to take advantage of differences in research methodology and sample sizes to increase the accuracy and generalizability of findings. In this report, 186 unique research studies were combined into one study that included over 18,000 leaders and 12,000 of their observers across 44 countries and 8 major industries.

PERCENT OF IM® STUDIES BY MAJOR INDUSTRY

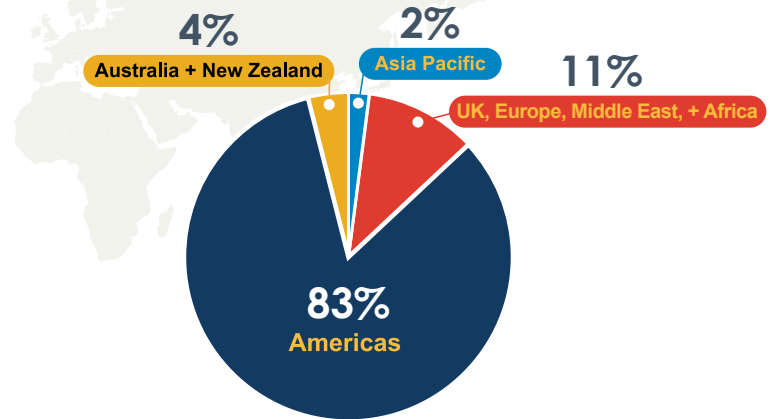


Participant Details

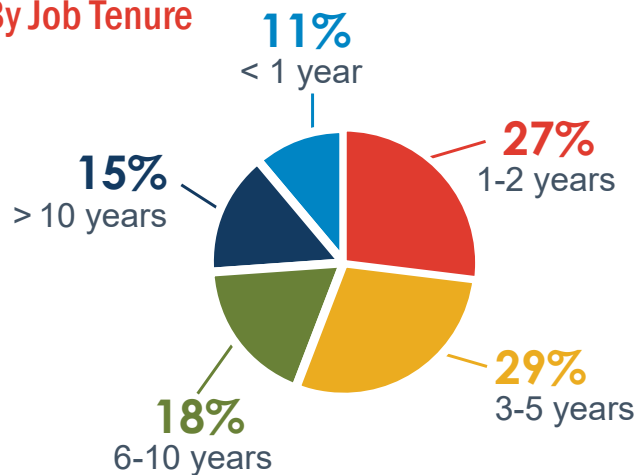
Percent of Participants by Country

Africa	1%
Argentina	1%
Australia	3%
Belgium	1%
Brazil	1%
Canada	7%
Chile	3%
Dubai	1%
El Salvador	1%
Iberia	1%
Iran	1%
Italy	1%
Morocco	1%
Outre-mer	1%
South Africa	1%
Switzerland	1%
Syria	1%
Thailand	1%
USA	68%
Other (25 countries)	4%

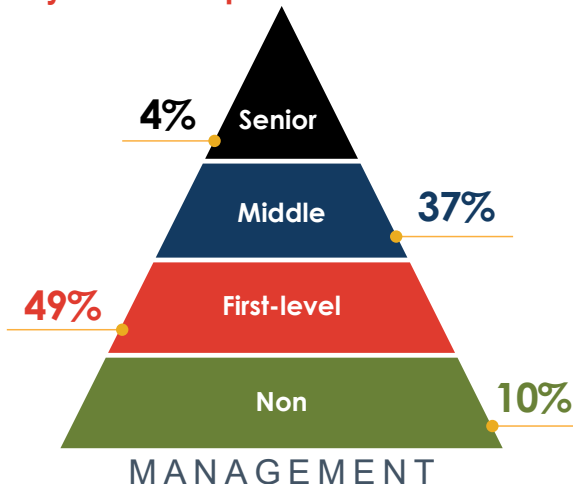
By Region



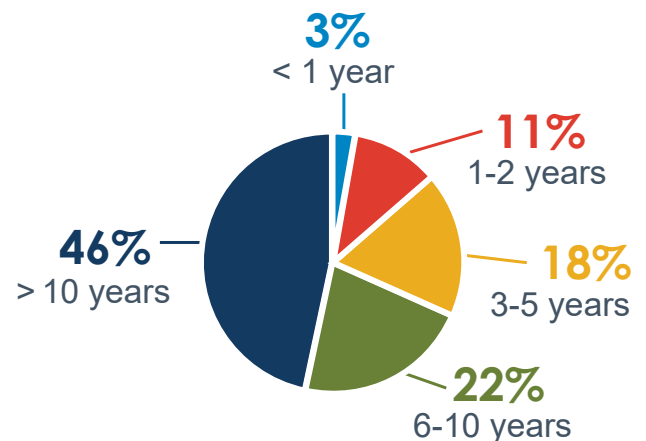
By Job Tenure



By Leadership Level



By Organizational Tenure



About the Authors



WILLIAM C. BYHAM, PH.D.

Bill is Co-Founder and Executive Chairman of DDI. An industrial/organizational psychologist, Bill has developed many significant human resource technologies over the course of his career. These innovations include the assessment center method, behavior-based interviewing, the use of behavior-modeling in supervisor and management training, behavioral job analysis methodology as the basis for selection and training programs, and Acceleration Pools® to select and rapidly develop people for high-level leadership positions.



BARRY STERN, PH.D.

Barry is Senior Vice President of DDI's Accelerated Development Solutions group. He has responsibility for the creation of multi-level development solutions across the globe and currently serves as a member of DDI's Operating Committee. Over his almost 30-year career, Barry has worked with numerous leaders—from frontline to "C-suite"—to install or improve HR initiatives designed to power their businesses. He also has served as an executive coach for mid- to senior-level executives.



MIKE KEMP, PH.D.

Mike is a Senior Research Consultant in DDI's Center for Analytics and Behavioral Research (CABER), where he provides expertise on and manages organizational evaluation studies to demonstrate the value of DDI solutions and provide insight to improve the effectiveness of talent management strategies worldwide. As an industrial/organizational psychologist, Mike provides consulting services in designing and conducting measurement and analytics studies for various talent management initiatives such as employee selection, assessment, development, and performance management.



JANICE BURNS

Janice is the Product Manager for Interaction Management® and the Director for DDI's Publishing, Design, and Media Services. She supervises, coaches, and supports a multidisciplinary team that designs and develops training and development solutions in multiple modalities for organizations around the world. Janice has worked with clients in a variety of industries, including healthcare, financial services, professional services, and manufacturing.



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Research Consultants:

Morgan Blumenfeld

Colby Kennedy

Project Team:

Nikki Dy-Liacco

Graphic Design:

Susan Ryan

Mike Lawley

Editorial:

Craig Irons

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VISIT: www.ddiworld.com/proofofimpact



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