

# QUANTIFYING THE IMPACT OF THE GREAT EXPECTATIONS PROCESS

AN INTERVIEW WITH  
**DR. FRANKLIN C. ASHBY**  
CEO, THE LEADERSHIP CAPITAL GROUP LLC

*The following is an edited version of an interview with Dr. Ashby conducted in February 2009 by a writer for a private Fortune 1000 business publication. The names of several clients and customers have been removed to protect their privacy.*

Some background: One of the unique and most powerful features of *The Great Expectations Program for High-Potential Teenagers* is the state-of-the-art measurement system available to schools and youth organizations anxious to track and evaluate the progress of class participants. Designed by Dr. Jack Phillips and Dr. Patti Phillips at the ROI Institute in Birmingham, Alabama, the process is utilized by hundreds of



of Fortune 500 firms and not-for-profit organizations committed to providing high-impact training and development opportunities to employees. The ROI Institute is the world's leading authority on ROI measurement systems for training and education programs.

## **HOW DOES LCG HELP CLIENTS MEASURE THE RESULTS GENERATED BY GREAT EXPECTATIONS CLASSES?**

*The five-step process we recommend to our clients was developed by Dr. Jack Phillips and Dr. Patti Phillips at The ROI Institute in Birmingham, Alabama. Jack and Patti are colleagues and personal friends of mine, in addition to being the world's two leading authorities on the design of return-on-investment measurement systems. There really are no two people more qualified on the subject.*

## **WHAT, SPECIFICALLY, DOES THE PHILLIPS' PROCESS MEASURE?**

*The Phillips ROI process generates credible measures at five very important levels:*

**LEVEL ONE:** Student **Satisfaction**

**LEVEL TWO:** The Volume of Student **Learning**

**LEVEL THREE:** The Extent to Which What Was Learned Was Actually **Used and Applied** in the Student's Day-To-Day Life

- LEVEL FOUR:** *The **Impact** of Each Application on Student Performance (in school) & Preparedness (with regard to college & career readiness)*
- LEVEL FIVE:** *The **Return-on-Investment** Generated (by the Great Expectations Process) for the Student*

*Each of the five areas is divided into several sub-areas and then measured using a variety of research and measurement tools. As just one quick example, LCG's measure of student satisfaction is based on a statistical analysis of data collected in seven distinct areas:*



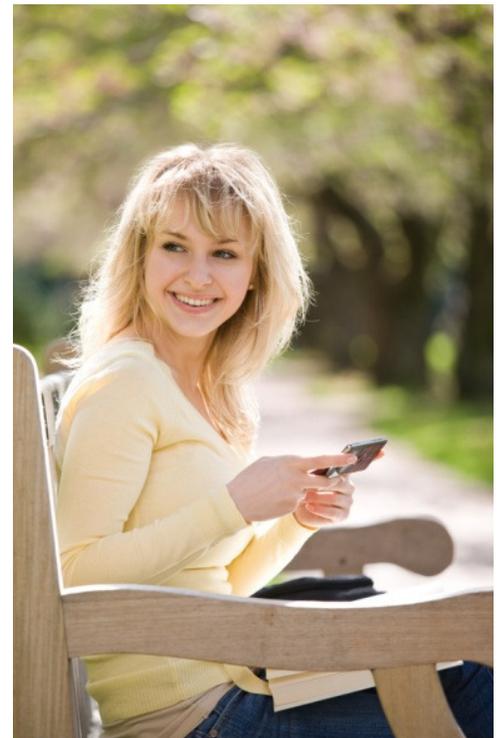
- 1) *The quality of the materials,*
- 2) *The quality of the instruction,*
- 3) *The content and timing of sessions,*
- 4) *The quality of the classroom facility,*
- 5) *The effectiveness of the class assistants,*
- 6) *The relevance and value of the home-work assignments, and*
- 7) *The extent to which students believe they met or exceeded their program-related goals.*

*It's all a very thorough and scientific process, and one that increases in complexity as it moves through the five steps. For instance, the process involved in measuring the volume of student*

*learning is more complex than the process involved in measuring student satisfaction, and so forth. It's all quite easy and digestible for the student, but a fair bit more involved for the person doing the study.*

### **WHAT MAKES THE PHILLIPS ROI PROCESS BETTER AND MORE VALUABLE THAN TRADITIONAL MEASUREMENT MODELS USED BY MOST SECONDARY SCHOOLS?**

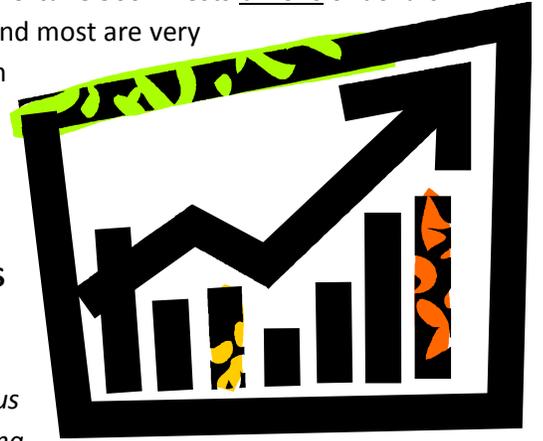
*Well, for one thing the Phillips Process is far more comprehensive, and provides results that are far more valid and reliable. Most American secondary schools today rely almost entirely on test scores and subjective teacher evaluations to track and assess the progress of students. But as we know there's a great deal of evidence now showing that test scores are actually a very limited indicator of student capability and a very unreliable predictor of student preparedness for college and the world of work. In my opinion, too little of what we've been doing for decades in American secondary schools to assess student capability and potential makes enough sense. There are simply too many factors not considered by traditional methods, and far too little emphasis placed on things like student drive and motivation, student maturity levels, student study habits, and other "environmental" factors that play a huge role in the performance of middle school and high school students. The Phillips ROI Process simply offers a*



*better option to those truly interested in installing a better and more reliable way to gauge things like college and career readiness.*

### **WHO ELSE OFFERS A SIMILAR MEASUREMENT PROCESS?**

The Phillips process has been utilized with great success by hundreds of businesses and non-profit organizations, including over one-hundred Fortune 500 firms. The Fortune 500 invests billions of dollars every year in employee training and performance improvement, and most are very interested in getting an objective, unbiased sense of the return generated by their investments. The process we recommend provides that.



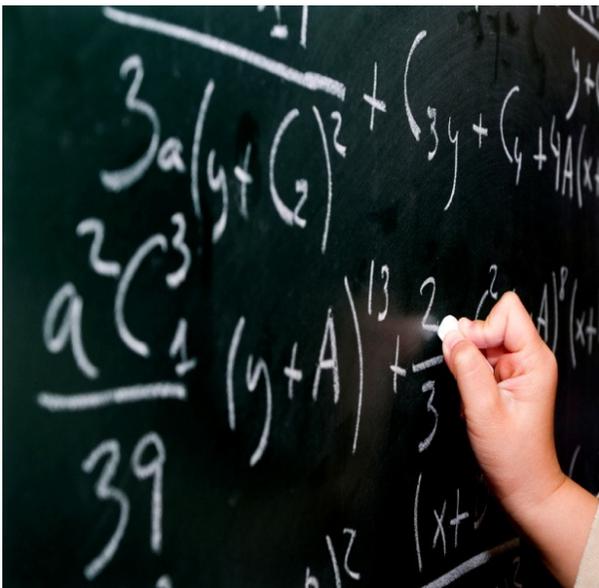
### **DO YOU BELIEVE THE CURRENT EMPHASIS ON TEST SCORES IN AMERICAN SCHOOLS WILL EVENTUALLY BE REPLACED BY THINGS LIKE THE PHILLIPS PROCESS?**

*I do. Not so much because teachers and school leaders are anxious to change things, but because more and more parents are starting to insist. I've said for a long time that efforts to reform American schools need to begin with concerned parents and advocacy organizations like the PTA. Trying to get those heavily invested in the status quo to commit to major changes is just too hard and too time-consuming. When it comes to education reform, I believe the really valuable progress will come from the bottom-up, not the top-down. That's where the real power and influence is in most communities. It resides in concerned parents.*

### **IS LCG AFFILIATED WITH THE RIO INSTITUTE?**

*LCG and the ROI Institute are separate organizations, and LCG does not share in any of the revenues generated by The ROI Institute from schools or organizations using the Great Expectations process. I recommend the ROI system developed by Jack and Patti Phillips to my clients because I believe it's the best, most reliable process of its type in the world. I served for years on the board of directors of Jack*

*and Patti's prior company, and I currently serve on both the advisory board and as a dissertation advisor at The Jack and Patti Phillips Workplace Learning & Performance Institute at the University of Southern Mississippi. In addition to having completed the 5-Day Phillips ROI Certification Process myself, Jack, Patti and I have worked together on many joint projects over the years, including ROI studies for several large company clients while I was the chief educational officer at Dale Carnegie & Associates, Inc.*



### **DOES LCG CONDUCT & SUPERVISE STUDIES LOCALLY?**

*Yes, members of LCG do organize and supervise ROI studies on occasion for clients, but having them involved is expensive and, in my judgment, unnecessary in most cases. The Phillips process is designed to be*

administered by non-experts, so despite the need for a basic understanding of each step and how to gather and assess data there should be no need to contract with experts from the outside.



### IS ANY SPECIAL TRAINING REQUIRED?

No special training is required, but it is available and recommended to individuals and institutions dedicated to doing a first-class measurement job. Details about the many excellent conferences and certification processes offered by The ROI Institute can be obtained by visiting [www.roiinstitute.net](http://www.roiinstitute.net).

### IS THE PHILLIPS PROCESS A REQUIRED PART OF THE GREAT EXPECTATIONS PROGRAM?

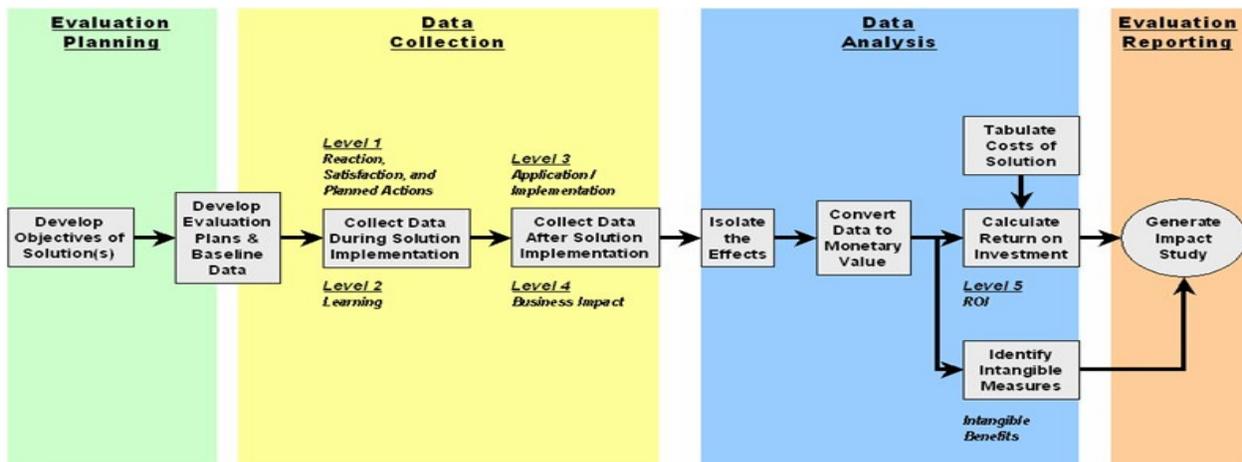
No, not presently. But plans to include a customized version of the process in the Great Expectations Student Manual are being considered. Until then, the process is highly recommended, but not mandatory.

### ARE THERE ANY BOOKS OR OTHER MATERIALS AVAILABLE FOR THOSE INTERESTED IN LEARNING MORE?

Yes, absolutely. The ROI Institute offers many excellent books and materials about its ROI process, including easy-to-understand instructions about how to conduct studies. Details are at [www.roiinstitute.net](http://www.roiinstitute.net).

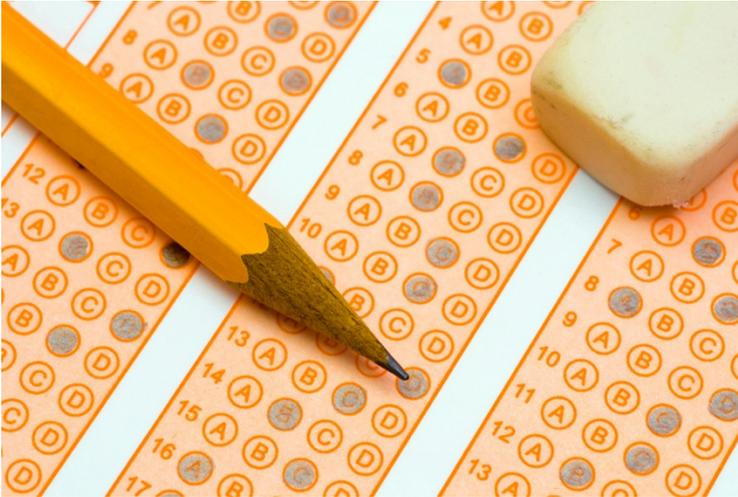
### WHAT RESULTS MIGHT YOU EXPECT FROM A TYPICAL GREAT EXPECTATIONS CLASS?

In my opinion, the results generated by Great Expectations class members should exceed those reported by a typical graduate of one of our management programs for adults. There are several reasons for this, including the fact the Great Expectations process is delivered over a multi-year period, and therefore is much more comprehensive than even the best of our corporate processes. LCG strives for a satisfaction rate of 97% to 99% in its corporate programs, which means that we expect between 97% and 99% of our



graduates to walk away from their training convinced it either met or exceeded their expectations. At present about 12% of most LCG class members say they believe the training “met” their expectations,

and something approaching 87% say the training “exceeded” their expectations. With regard to the Great Expectations program we believe the satisfaction rate will hover consistently around 100%, with upwards of 95% saying the process “exceeded” their expectations. It’s interesting to note that the industry average for satisfaction rates is around 58% today, with only about 35% of all industry respondents saying their training experience “exceeded” their expectations. The Leadership Capital Group LLC is very proud of its record in this regard, and has full confidence that the results generated by the Great Expectations process will only enhance its record and reputation.



With regard to the return-on-investment generated by Great Expectations classes, I have no doubt whatsoever that the numbers will be incredibly impressive. The industry average is something just shy of 200%, which means that on average a person enrolling in a given training process will get back in return value about twice whatever he or she invested. I’d prefer not to try to predict the ROI generated for Great Expectations graduates, but I will say that I am most confident it will far, far surpass

even the highest of industry standards and averages. In my view, Great Expectations is just too strong a process, delivered over too long a period of time to people with just too much latent potential to generate anything less than a record-setting return-on-investment.

**THANKS SO MUCH, DR. ASHBY. IT REALLY WAS NICE MEETING YOU!**

*It was my pleasure. Thank you for inviting me. [END]*