



Building A Successful Consulting Practice (In Action Case Study Series)

By Patricia Pulliam Phillips, Jack J. Phillips

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Editorial Review

About the Author

Jack J. Phillips is a world-renowned expert on measurement and evaluation and developer of return-on-investment (ROI), a revolutionary process that provides bottom-line figures and accountability for all types of training, performance improvement, human resources, and technology programs. He is the author or editor of more than 30 books-12 focused on measurement and evaluation-and more than 100 articles. His expertise in measurement and evaluation is based on more than 27 years of corporate experience in five industries (aerospace, textiles, metals, construction materials, and banking). Phillips has served as training and development manager at two Fortune 500 firms, senior HR officer at two firms, president of a regional federal savings bank, and management professor at a major state university. In 1992, Phillips founded Performance Resources Organizations (PRO), an international consulting firm that provides comprehensive assessment, measurement, and evaluation services for organizations. In 1999, PRO was acquired by the Franklin Covey Company and is now known as The Jack Phillips Center for Research. Today the center is an independent, leading provider of measurement and evaluation services to the global business community. Phillips consults with clients in manufacturing, service, and government organizations in the United States, Canada, Sweden, England, Belgium, Germany, Italy, Holland, South Africa, Mexico, Venezuela, Malaysia, Indonesia, Hong Kong, Australia, New Zealand, and Singapore. He leads the Phillips Center in Research and publishing efforts that support the knowledge and development of assessment, measurement, and evaluation. Phillips's most recent books include *The Human Resources Scorecard: Measuring the Return on Investment* (Boston: Butterworth-Heinemann, 2001); *The Consultant's Scorecard* (New York: McGraw-Hill, 2000); *HRD Trends Worldwide: Shared Solutions to Compete in a Global Economy* (Boston: Butterworth-Heinemann, 1999); *Return on Investment in Training and Performance Improvement Programs* (Boston: Butterworth-Heinemann, 1997); *Handbook of Training Evaluation and Measurement Methods*, 3rd edition (Boston: Butterworth-Heinemann, 1997); and *Accountability in Human Resources Management* (Boston: Butterworth-Heinemann, 1996). Phillips has undergraduate degrees in electrical engineering, physics, and mathematics from Southern Polytechnic State University and Oglethorpe University, a master's degree in decision sciences from Georgia State University, and a Ph.D. in human resource management from the University of Alabama. In 1987 he won the Yoder-Heneman Personnel Creative Application Award from the Society for Human Resource Management.

Patricia Pulliam Phillips is chairman and CEO of The Chelsea Group, a research and consulting company focused on accountability issues in training, HR, and performance improvement. Phillips conducts research on accountability issues and works with clients to build accountability systems and processes in their organizations. She has helped organizations implement the return-on-investment (ROI) process, developed by Jack J. Phillips, in countries around the world including South Africa, Singapore, Japan, New Zealand, Australia, Italy, Turkey, France, Germany, Canada, and the United States. She has been involved in hundreds of ROI studies in a variety of industries. Phillips has more than 13 years' experience in the electrical utility industry. As manager of market planning and research organization, she was responsible for developing marketing programs for residential, commercial, and industrial customers.

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