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Kirkpatrick® Bright Light™
Kirkpatrick Four Levels® Blended Evaluation™
The One and Only Kirkpatrick®

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Participant Interaction

As you arrive, please introduce yourself with your name, location and a brief description of your experience in training.



Training Evaluation Demystified: A Practical Approach to Showing the Value of Your Training

Jim and Wendy Kirkpatrick
ATD Watch & Learn Webcasts
June 23, 2016



Session Objectives

After this session, you will understand these principles:

- Begin all programs with a focus on impacting Kirkpatrick Level 4 Results
- Create a strong Level 3 on-the-job application plan
- Streamline methods for evaluating Levels 1 and 2 to free up resources for a Level 3 plan

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Interaction During the Program

- Ask questions in the chat window as they arise; we will field as many as possible throughout the program.

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Participant Interaction

In the general chat window, provide one reason why we evaluate our programs.



Why Evaluate?

Improve
the Program



Effective Training

Improve Job
Performance

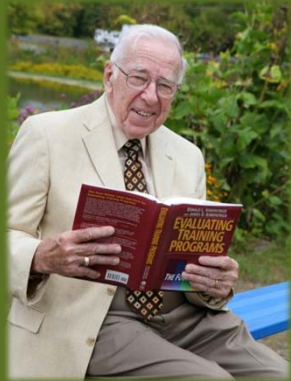


Maximize
Organizational Results



Training Effectiveness

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Dr. Don Kirkpatrick
1926-2014

The Kirkpatrick Model

Level 1: Reaction



The degree to which participants find the training favorable, engaging and relevant to their jobs

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The Kirkpatrick Model

Level 2: Learning



The degree to which participants acquire the intended knowledge, skills, attitude, confidence and commitment based on their participation in the training

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The Kirkpatrick Model

Level 3: Behavior



The degree to which participants apply what they learned during training when they are back on the job

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The Kirkpatrick Model

Level 4: Results



The degree to which targeted program outcomes occur and contribute to the organization's highest-level result

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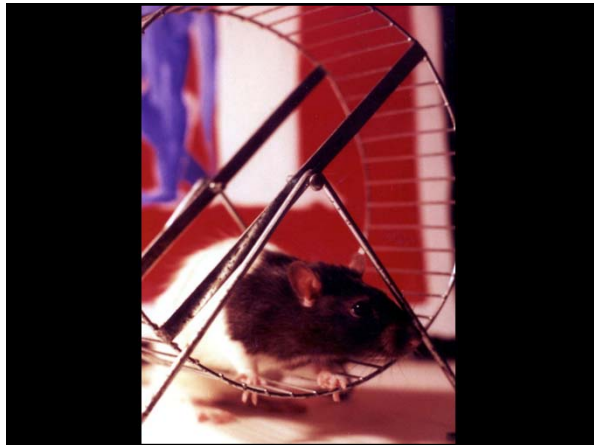
Participant Poll

What is the highest level to which you have evaluated ANY program?

- A. I have never evaluated a program
- B. Level 1 Reaction
- C. Level 2 Learning
- D. Level 3 Behavior
- E. Level 4 Results

Feel free to comment in general chat.

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KIRKPATRICK FOUNDATIONAL PRINCIPLES

1. The end is the beginning.
2. Return on expectations (ROE) is the ultimate indicator of value.
3. Business partnership is necessary to bring about positive ROE.
4. Value must be created before it can be demonstrated.
5. A compelling chain of evidence demonstrates your bottom-line value.

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KIRKPATRICK FOUNDATIONAL PRINCIPLE

1



THE END IS THE BEGINNING.

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Level 1: Reaction

Level 2: Learning

Level 3: Behavior

Level 4: Results

Level 4: Results

Level 3: Behavior

Level 2: Learning

Level 1: Reaction

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Participant Interaction

In the general chat window, explain the benefit of starting training programs with Level 4 Results in mind.





Level 4: Results Examples

Training Company
Help other organizations to reach their highest goals through profitable growth of training products, programs and services

Military Organization
Protect our country's people and resources, and promote worldwide peace within our allocated budget

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Level 4: Results Examples

Phone Company
Profitably provide the largest network to keep people connected to family, friends and business

Government Agency
Provide the highest level of service possible to citizens for their hard-earned tax dollars

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KIRKPATRICK FOUNDATIONAL PRINCIPLE

re turn on ex·pec·ta·tion
 \ri-tərn ɒn ek-spek-tā-shən\ - noun

2


1. What a successful training initiative delivers to key business stakeholders demonstrating the degree to which their expectations have been satisfied

RETURN ON EXPECTATIONS (ROE) IS THE ULTIMATE INDICATOR OF VALUE.

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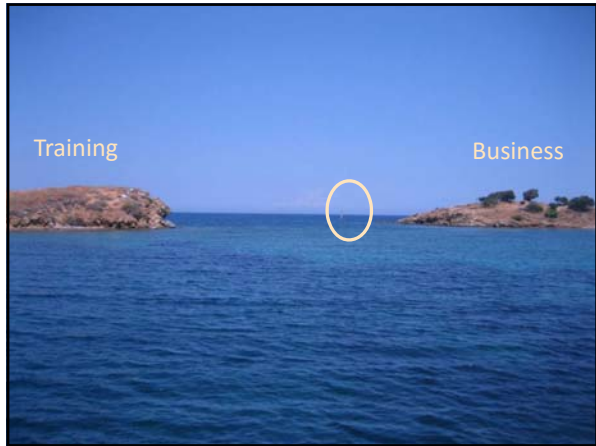
KIRKPATRICK FOUNDATIONAL PRINCIPLE

3



BUSINESS PARTNERSHIP IS NECESSARY TO BRING ABOUT POSITIVE ROE.

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Participant Interaction

In the general chat window, describe any bridges you have built with the business or the people your training serves.



KIRKPATRICK FOUNDATIONAL PRINCIPLE

4



VALUE MUST BE CREATED BEFORE IT CAN BE DEMONSTRATED.

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Level 1: Reaction



Customer satisfaction



Engagement



Relevance

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Level 1: Reaction

Methods, Tools and Techniques

Formative (*during training*)

Instructor observation

Pulse check

Dedicated observer

Summative (*after training*)

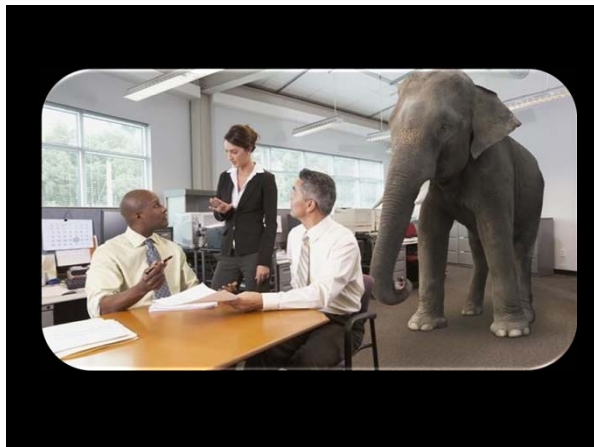
Survey

Interview

Focus group



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Required Drivers

Processes and systems that reinforce, monitor, encourage and reward performance of critical behaviors on the job

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Required Drivers

SUPPORT	
Reinforce Follow-up modules Work review checklist On-the-job training (OJT) Self-directed learning Refreshers Job aids Reminders Executive modeling	Encourage Coaching Mentoring Reward Recognition Pay for performance
ACCOUNTABILITY	
Monitor Action learning Interviews Observations Self-monitoring KPIs (key performance indicators)	Action plan monitoring Dashboard Work review Survey Touchbases / meetings

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Participant Interaction

In the general chat area, list some required drivers you currently use in your work.
 Or, list some you believe it would be beneficial to add.



KIRKPATRICK FOUNDATIONAL PRINCIPLE

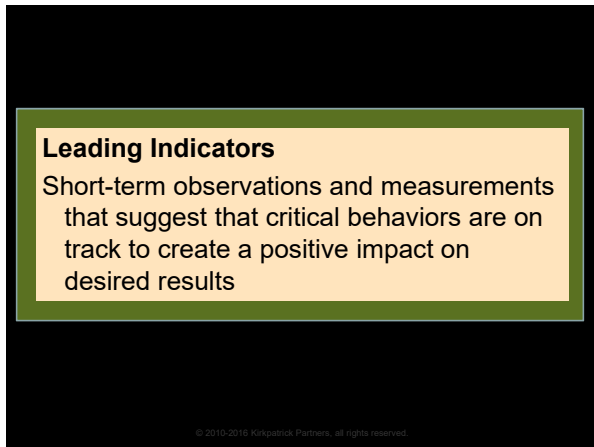
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**A COMPELLING CHAIN OF EVIDENCE
 DEMONSTRATES YOUR BOTTOM-LINE VALUE.**

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Participant Interaction

In the general chat area, note one specific action you plan to take as a result of participating in this program.



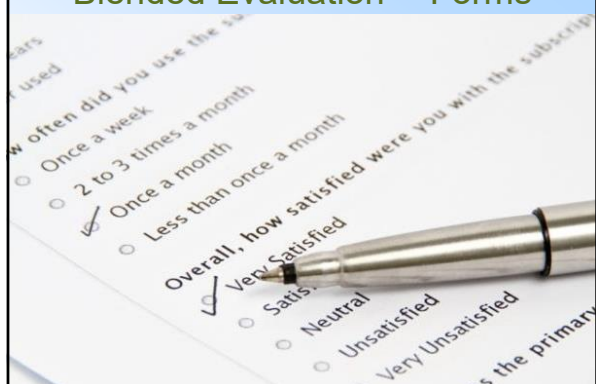
Blended Evaluation™

A methodology in which data are collected from multiple sources using multiple methods, in a blended fashion that considers all four Kirkpatrick levels.



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Blended Evaluation™ Forms



Complete the **free registration** at kirkpatrickpartners.com and receive:

- Blended Evaluation™ Form samples
- Access to online resource library with 60+ items
- Subscription to weekly e-newsletter

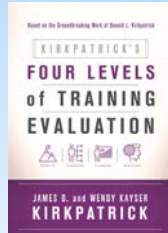
Kirkpatrickpartners.com



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Bonus Offer

Receive 10% off the pre-order price of our newest book



Go to td.org
Search on **Kirkpatrick's Four Levels**
Use discount code **SPRINGBOOKS16**

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FOR FREE RESOURCES & INFORMATION

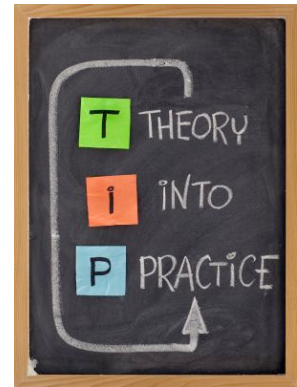
Kirkpatrick Partners strives to provide the information you need, when and how you want it.

STEP 1: REGISTER WITH KIRKPATRICK PARTNERS

Register online at www.kirkpatrickpartners.com to receive access to the online Kirkpatrick Resource Library and be automatically enrolled in our weekly newsletter.

Receive all of the following:

- Access to online Kirkpatrick Resource Library containing 60+ free items on demand
 - Articles, white papers, videos, podcasts, PowerPoint slides, diagrams and tools
- One efficient weekly email containing:
 - Weekly Kirkpatrick Quick Tip
 - Latest articles
 - News, specials and event schedules
 - Ability to comment on features in The Official Kirkpatrick Blog



STEP 2: SELECT YOUR FAVORITE SOCIAL MEDIA FOR TIMELY UPDATES

Do you prefer to get your news *as it happens*?

Do you like your Facebook page better than your Outlook inbox?

If so, this step is for you! Follow Kirkpatrick Partners on your favorite social media network. Join the discussion and receive the latest news by liking us on Facebook, following our Twitter account, [@TheKirkpatrick](https://twitter.com/TheKirkpatrick), connecting with us on LinkedIn, following our boards on Pinterest, or subscribing to The Official Kirkpatrick Blog on our website.



STEP 3: ADD CUSTOMIZED SUBSCRIPTIONS FOR MORE INFORMATION

Do you want *everything* from Kirkpatrick Partners?

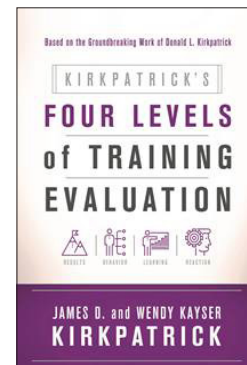
If so, follow Jim, [@Jim_Kirkpatrick](https://twitter.com/Jim_Kirkpatrick), and Wendy, [@WkKirkpatrick](https://twitter.com/WkKirkpatrick), on Twitter, join the Kirkpatrick Evaluation Discussion Group on LinkedIn and subscribe to the Kirkpatrick Partners YouTube channel.



MAXIMIZING RESULTS WITH KIRKPATRICK

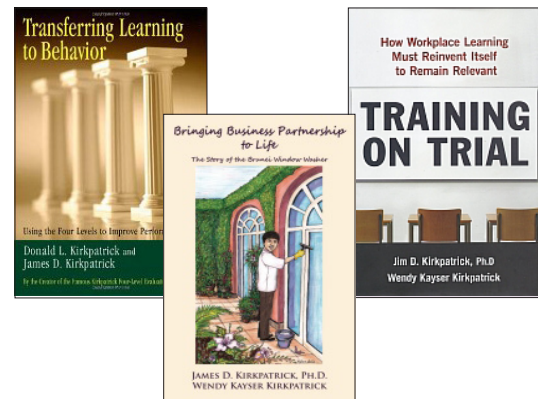
Early part of the journey - Ensuring effective training

- ◆ Register for **FREE resources at kirkpatrickpartners.com**
- ◆ Watch Kirkpatrick webinars
- ◆ Discuss effective training versus training effectiveness in your organization
- ◆ Participate in Getting to Kirkpatrick® Levels 3 & 4 or Igniting the Inner Fire workshops
- ◆ Join the Kirkpatrick Evaluation discussion group in LinkedIn
- ◆ Participate in the Kirkpatrick Four Levels® Evaluation Certification Program - Bronze Level



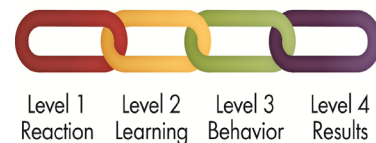
Farther down the road - Building training effectiveness

- ◆ Connect Levels 3 and 4 through required drivers, critical behaviors and leading indicators
- ◆ Schedule a Kirkpatrick® Strategic Evaluation Planning Certificate Program
- ◆ Implement a systematic evaluation decision-making process
- ◆ Obtain Kirkpatrick silver level certification



Nearing the final destination - Maximizing organizational ROE (return on expectations)

- ◆ Consider a Kirkpatrick® Business Partnership Analysis
- ◆ Schedule a Kirkpatrick® Impact Study
- ◆ Present your compelling chain of evidence to your corporate jury
- ◆ Obtain Kirkpatrick gold level certification



06/2016