Avoiding the Top Training Evaluation Pitfalls –
A Book Club Meeting with the Kirkpatricks

Jim Kirkpatrick and Wendy Kayser Kirkpatrick
ATD
August 18, 2017

Participant Interaction
I am confident that I am evaluating my programs effectively.
A. Strongly disagree
B. Disagree
C. Agree
D. Strongly agree

In the chat area, share any challenges you are experiencing.
Top Training Evaluation Pitfalls

1. Waiting until after training is delivered to consider evaluation
2. Spending most training evaluation resources on Kirkpatrick Levels 1 and 2
3. Relying solely on standardized surveys to collect evaluation data

The Kirkpatrick Model

Level 4: Results

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

The Kirkpatrick Model

Level 3: Behavior

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

© 2010-2017 Kirkpatrick Partners, LLC. All rights reserved.

The Kirkpatrick Model

Level 1: Reaction

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

© 2010-2017 Kirkpatrick Partners, LLC. All rights reserved.

Pitfall #1

Waiting until after training has been delivered to consider evaluation
Participant Interaction

What data and information would you gather and report to meet a status update request for a program to be described in a moment?

Leadership Development Program

• High-potential employees
• One year
  – Two-day retreat
  – Monthly touch points
  – Capstone project
• Now in month 6
• Asked for a status report

In the chat area, comment on what data and information you would gather and report to meet the status update request.

Likely Consequences

• Lack of clarity on the true purpose of the program
• Limited program success
• Few meaningful program results to share with stakeholders
Practical Solution
Create your evaluation plan as you design the program

Questions to Ask
Level 4: Results
• What problem is this training supposed to solve?
• What outcome would mean success?
• Are there key company metrics you are hoping to improve with this initiative?
Questions to Ask

Level 3: Behavior
• What should people actually do on the job after training?
• What performance problem are you trying to solve?
• What support/tools/resources do people need in order to be successful?

Questions to Ask

Level 2: Learning
• What do people need to know to be able to perform well on the job?
• What practice is required for people to perform the necessary skills?
• How do you think people will feel about being asked to do these things on the job?
• Do you want to see test scores, or evidence that training was effective?

Questions to Ask

Level 1: Reaction
• To what degree are you interested in hearing about participant reaction to the training?
• Is there any other data you wish to receive about the training program itself?
Pitfall #2
Spending most training evaluation resources on Kirkpatrick Levels 1 and 2

Evaluation Spending by Level

- Level 1 Reaction: 34%
- Level 2 Learning: 34%
- Level 3 Behavior: 14%
- Level 4 Results: 10%
- Other: 8%

Likely Consequences

- Looking foolish or frivolous in the eyes of stakeholders
- Isolating yourself from the business
- Risking your credibility, budget and career
Who Do You Want to Be?

- Level 1 - Reaction
- Level 2 - Learning
- Level 3 - Behavior
- Level 4 - Results

Practical Solution

Focus on formative evaluation at Levels 1 and 2 to save resources for Levels 3 and 4

Summative Evaluation

The collection of data or information after a learning event or phase

Formative Evaluation

The collection of data or information during a learning event or phase
Three Components of Level 1

Customer satisfaction  Engagement  Relevance

Level 1 Formative Evaluation Techniques

- Instructor observation
- Pulse check
  - Build into program
  - Perform spontaneously
- Dedicated observer

Five Components of Level 2

Knowledge  “I know it.”
Skill  “I can do it right now.”
Attitude  “I believe this will be worthwhile to do on the job.”
Confidence  “I think I can do it on the job.”
Commitment  “I will do it on the job.”
Level 2 Formative Evaluation Techniques

- Discussions
- Group activities
- Case studies
- Teach backs
- Presentations

Tip: Any activity during training can be used as a formative evaluation technique

Participant Interaction

To what degree are you currently using formative evaluation to gather real-time data?

A. I am not doing it at all.
B. I am doing it, but not in any deliberate manner.
C. I do it quite a bit, but may not effectively react to the data.
D. I am doing it effectively on a regular basis.

Feel free to comment on your response in the chat area.

Pitfall #3

Relying solely on standardized surveys to collect evaluation data
**Participant Interaction**

What data and information do you miss using only standardized surveys?

Please provide your response in the chat area.

---

**What Is Missed**

- Issues that can be corrected during training
- Challenges on the job that could be resolved
- Stories and testimonials that bring the data to life

---

**Practical Solution**

Spend time with your training graduates, and in the organization your training supports.
Participant Interaction

After formal training is complete, how can you connect with training graduates, either virtually or in person?

Please provide your response in the chat area.

Ways to Connect After Training

In Person
- Meeting
- Lunch session
- Drop by
- By chance
- Integrate into existing meeting

Virtually
- Phone call
- Email
- Text
- Automated email
- Web conference

Register for Free Resources

Go to the Resources tab for:
- 100+ items
- Blended Evaluation Plan® Form Samples booklet
- White papers and articles
- Case study guide
- Recorded webinars

Subscription to:
- Weekly e-newsletter

Go to Kirkpatrickpartners.com
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
JOIN THE KIRKPATRICK COMMUNITY
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, @TheKirkpatricks, 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, and Wendy, @WkKirkpatrick, on Twitter, join the Kirkpatrick Evaluation Discussion Group on LinkedIn and subscribe to the Kirkpatrick Partners YouTube channel.