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Kirkpatrick®
Kirkpatrick Four Levels®
The One and Only Kirkpatrick®

Kirkpatrick’s Four Levels of Training Evaluation – Do you REALLY Know the Four Levels?

Wendy and Jim Kirkpatrick
ATD Webinar
October 13, 2016

Interaction During the Program

• Use general chat anytime to communicate with anyone in the class
• Ask questions and make comments at any time
• Due to the number of participants, there will not be verbal interaction
Participant Interaction

In the general chat window, please introduce yourself with your name and location.

Dr. Don Kirkpatrick
1924-2014

The Kirkpatrick Model

Level 4: Results

To what degree targeted outcomes occur as a result of the learning event(s) and subsequent reinforcement
To what degree participants apply what they learned during training when they are back on the job

The Kirkpatrick Model
Level 3: Behavior

To what degree participants react favorably to the learning event

The Kirkpatrick Model
Level 1: Reaction

To what degree participants acquire the intended knowledge, skills and attitudes based on their participation in the learning event

The Kirkpatrick Model
Level 2: Learning
Participant Poll

What is the highest level to which you have evaluated ANY program?
A. Level 1 Reaction
B. Level 2 Learning
C. Level 3 Behavior
D. Level 4 Results

Feel free to comment in general chat.

Action Points

1. Begin all programs with a focus on impacting organizational results.
2. Create a strong on-the-job application plan.
3. Streamline evaluation at Kirkpatrick Levels 1 and 2.

Participant Interaction

In the general chat window, list the reasons why programs should begin with consideration for Level 4 Results.
"Which road do I take?" she asked. "Where do you want to go?" responded the Cheshire cat. "I don't know," Alice answered. "Then," said the cat, "it doesn't matter."

Defining Your Level 4 Results

What your organization exists to do

Financial reality of sustained existence and success
Phone Company
“Profitably provide the largest network to keep people connected to family, friends and business”
Phone Company

“Profitably provide the largest network to keep people connected to family, friends and business”

Action Points
1. Begin all programs with a focus on impacting organizational results.
2. Create a strong on-the-job application plan.
3. Streamline evaluation at Kirkpatrick Levels 1 and 2.

Participant Poll
For at least the last 40 years, what percentage of training graduates successfully implement what they learned when they return to work, on average?
A. 10%
B. 15%
C. 50%
D. 80%
Level 4 Results
Expected Program Outcomes

Level of Effort
Critical Behaviors
Coordinated Approach

Training

Project Management System
Implementation Example

The phone company is undergoing a growth initiative to make service available in more areas to more customers.
They have purchased a project management system to assist with plan documentation, assignment of tasks and overall project management.
You, the training team, are in charge of making sure that all employees get trained on and use the system.

Leading Indicators
Short-term observations and measurements that suggest that critical behaviors are on track to create a positive impact on desired results
Project Management System Implementation Example

Leading indicators:
– Fewer errors
– Reduced costs
– Faster speed to implementation
– Better customer satisfaction
– Increased sales

Level 3 Behavior
What, in measurable, observable terms, should people be doing on the job (after training) such that it will most contribute to high level results?

Critical behaviors
– Use the project management system for all growth initiative-related tasks
– Participate in weekly status update meetings
Required Drivers
Processes and systems that reinforce, monitor, encourage and reward performance of critical behaviors on the job

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<td>Work review checklist</td>
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<td>On-the-job training (OJT)</td>
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Participant Interaction
In the general chat area, identify some drivers you would implement to help training graduates to perform the critical behaviors on the job:

– Use the project management system for all growth initiative-related tasks
– Participate in weekly status update meetings
Action Points

1. Begin all programs with a focus on impacting organizational results.
2. Create a strong on-the-job application plan.
3. Streamline evaluation at Kirkpatrick Levels 1 and 2.

Focus on the Formative

Formative Evaluation
The collection of data or information during a learning event or phase
Why Focus on Formative?

1. Keep evaluation forms and interviews brief.

2. Save resources for Levels 3 and 4.
Why Focus on Formative?

3. Adjust the program to meet participant needs.

Presenter seems very responsive to participants, and flexible.

Thank you for adjusting the program to meet my needs.

Thanks for slowing down the pace and adding more review questions. It really helped!

The on-the-fly adaptations are exemplary.

Use a Blended Evaluation Approach

**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.
Eliminate Unnecessary Questions

Usefulness
Information used to make decisions related to the program and progress afterwards (effective training)

Credibility
Information showing your stakeholders that performance improved and organizational results were positively impacted (training effectiveness)

Leverage Technology

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Participant Interaction

In the general chat area, type in one specific way that you could streamline your Levels 1 and 2 evaluation efforts.

Register for Free Resources

Links to:
- Online resource library with 60+ items
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FOR FREE RESOURCES & INFORMATION

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- 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