Participant Interaction

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

Interaction During the Program
• Ask questions in the chat window as they arise; we will field as many as possible throughout the program.

Participant Interaction
In the general chat window, provide one reason why we evaluate our programs.
Why Evaluate?

- Improve the Program
- Improve Job Performance
- Maximize Organizational Results
- Effective Training
- Training Effectiveness

The Kirkpatrick Model

**Level 1: Reaction**

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

Level 3: Behavior
The degree to which participants apply what they learned during training when they are back on the job.

Level 4: Results
The degree to which targeted program outcomes occur and contribute to the organization’s highest-level result.
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.

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.
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

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
KIRKPATRICK FOUNDATIONAL PRINCIPLE

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

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

BUSINESS PARTNERSHIP IS NECESSARY TO BRING ABOUT POSITIVE ROE.
Participant Interaction

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

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KIRKPATRICK FOUNDATIONAL PRINCIPLE

4

VALUE MUST BE CREATED BEFORE IT CAN BE DEMONSTRATED.

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Level 1: Reaction

Customer satisfaction  Engagement  Relevance
Level 1: Reaction

Methods, Tools and Techniques

Formative (during training)
- Instructor observation
- Pulse check
- Dedicated observer

Summative (after training)
- Survey
- Interview
- Focus group

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

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**KIRKPATRICK FOUNDATIONAL PRINCIPLE**

5

A compelling chain of evidence demonstrates your bottom-line value.
**MONITOR PROGRESS TOWARDS RESULTS**

**Leading Indicators**
Short-term observations and measurements that suggest that critical behaviors are on track to create a positive impact on desired results.
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.

Blended Evaluation™ Forms
Complete the free registration at kirkpatrickpartners.com and receive:
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Receive all of the following:

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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.
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

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

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