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

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

Wendy and Jim Kirkpatrick  
ATD Webinar  
October 13, 2016



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### 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

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## Participant Interaction

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



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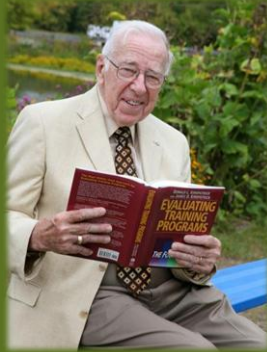
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Dr. Don Kirkpatrick  
1924-2014

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## The Kirkpatrick Model

### Level 4: Results



To what degree targeted outcomes occur as a result of the learning event(s) and subsequent reinforcement

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## The Kirkpatrick Model

### Level 3: Behavior



To what degree participants apply what they learned during training when they are back on the job

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## The Kirkpatrick Model

### Level 2: Learning



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

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## The Kirkpatrick Model

### Level 1: Reaction



To what degree participants react favorably to the learning event

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## 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.

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## 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.



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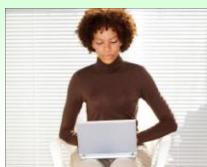
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## Participant Interaction

In the general chat window, list the reasons why programs should begin with consideration for Level 4 Results.



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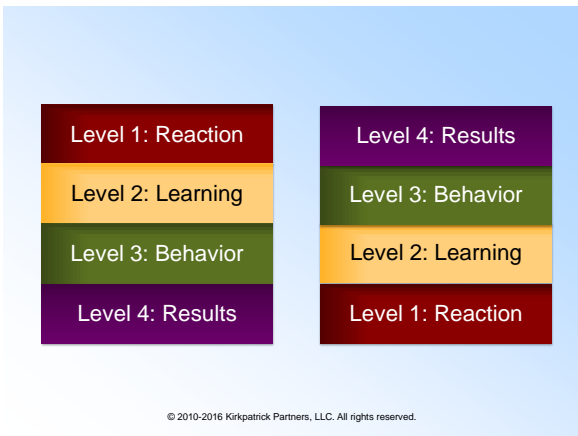
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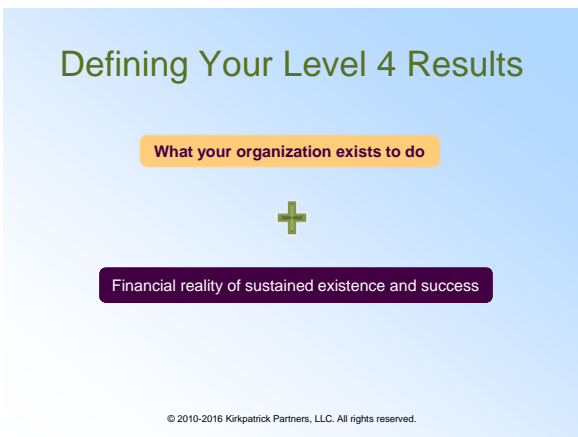
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**Phone Company**

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

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**Phone Company**

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

Why they exist

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Their financial reality

### Phone Company

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

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### Action Points

1. Begin all programs with a focus on impacting organizational results.
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### 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%

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### 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.

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### Leading Indicators

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

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## Project Management System Implementation Example

Leading indicators:

- Fewer errors
- Reduced costs
- Faster speed to implementation
- Better customer satisfaction
- Increased sales



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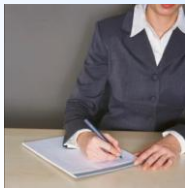
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## Level 3 Behavior

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



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## Project Management System Implementation Example

Critical behaviors

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

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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  
Observation  
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, 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



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## 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.



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## Focus on the Formative

### Formative Evaluation

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

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### LEVEL 1 REACTION

- Engagement
- Relevance
- Customer satisfaction

### LEVEL 2 LEARNING

- Knowledge
- Skills
- Attitude
- Confidence
- Commitment

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## Why Focus on Formative?

1. Keep evaluation forms and interviews brief.



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## Why Focus on Formative?

2. Save resources for Levels 3 and 4.



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Improve  
The Program



Effective Training

Maximize  
Organizational Results



Training Effectiveness

Demonstrate  
Program Value



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## Why Focus on Formative?

3. Adjust the program to meet participant needs.



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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.

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## 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.



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## Eliminate Unnecessary Questions



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### 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)

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## 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.



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## Register for Free Resources

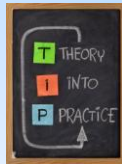
Links to:

- Online resource library with 60+ items
- White paper and article
- LinkedIn Kirkpatrick Evaluation discussion group

Subscription to:

- Weekly e-newsletter

Go to [Kirkpatrickpartners.com](http://Kirkpatrickpartners.com)



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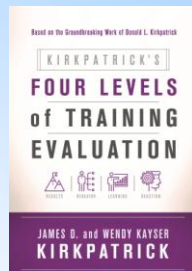
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## More In-Depth Information

Now available!

Use the code  
**FALLBOOKS16** to  
save 10%

Go to [td.org/4levels](http://td.org/4levels)



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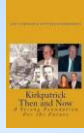
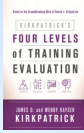
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## Please Contact Us



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# JOIN THE KIRKPATRICK COMMUNITY

## FOR FREE RESOURCES & INFORMATION

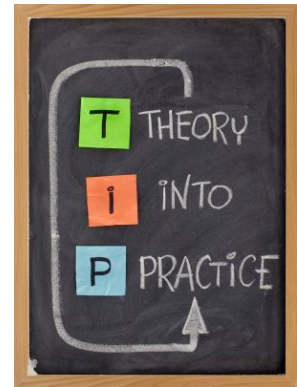
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### STEP 1: REGISTER WITH KIRKPATRICK PARTNERS

Register online at [www.kirkpatrickpartners.com](http://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:

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  - 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

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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?

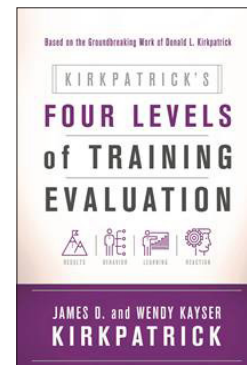
If so, follow Jim, [@Jim\\_Kirkpatrick](https://twitter.com/Jim_Kirkpatrick), and Wendy, [@WkKirkpatrick](https://twitter.com/WkKirkpatrick), on Twitter, join the Kirkpatrick Evaluation Discussion Group on LinkedIn and subscribe to the Kirkpatrick Partners YouTube channel.



# MAXIMIZING RESULTS WITH KIRKPATRICK

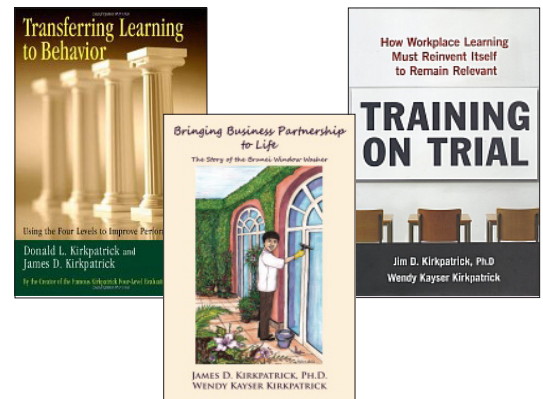
## Early part of the journey - Ensuring effective training

- ◆ Register for **FREE resources at [kirkpatrickpartners.com](http://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



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

06/2016