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**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.

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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

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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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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 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 1: Reaction



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

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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



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Practical Solution

Create your evaluation plan as you design the program



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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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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?

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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?

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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?

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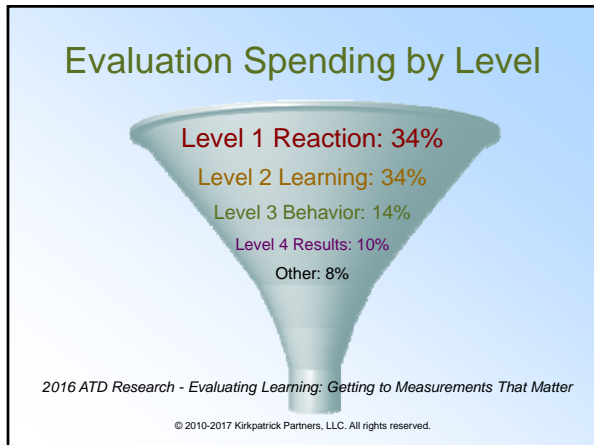
Questions to Ask

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?

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Likely Consequences

- Looking foolish or frivolous in the eyes of stakeholders
- Isolating yourself from the business
- Risking your credibility, budget and career

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Who Do You Want to Be?

Level 1 - Reaction



Level 2 - Learning



Level 3 - Behavior



Level 4 - Results



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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

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Three Components of Level 1



Customer satisfaction

Engagement

Relevance

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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."*

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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.

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Participant Interaction

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

Please provide your response in the chat area.

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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



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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.

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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 meeting

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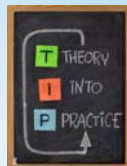
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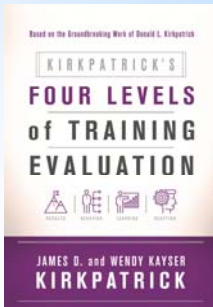
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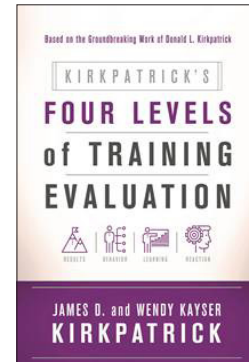
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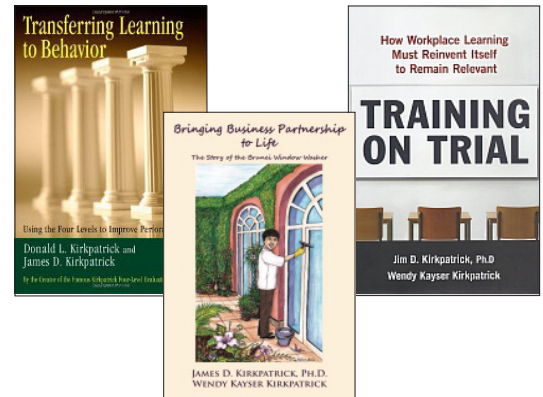
Early part of the journey - Ensuring effective training

- ◆ 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



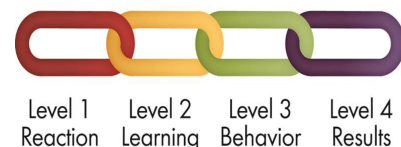
Farther down the road - Building training effectiveness

- ◆ 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



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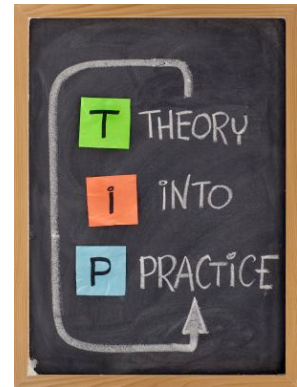
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