

Kirkpatrick Then and Now

Using the Four Levels to Create Results

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The one and only KIRKPATRICKSM



REQUIREMENTS FOR AN EFFECTIVE PROGRAM

1. Based on _____.
2. Aimed at _____.
3. Scheduled at the right _____.
4. Held at the right _____.
5. For the right _____.
6. Conducted by an effective _____.
7. Using effective _____.
8. _____ are reached.
9. Participants are _____.
10. Program is _____.

WHY EVALUATE?

1. Should the program be continued?
2. How can the program be improved?
3. How can trainers justify their existence?



THE KIRKPATRICK FOUR LEVELS

Level 1: Reaction	To what degree participants react favorably to the training.
Level 2: Learning	To what degree participants acquire intended knowledge, skills and attitudes based on participation in the learning event.
Level 3: Behavior	To what degree participants apply what they learned during training back on the job.
Level 4: Results	To what degree targeted outcomes occur, as a result of the learning event(s) and subsequent reinforcement.



GUIDELINES FOR EVALUATING REACTION

- Decide what you want to find out.
- Design a form that will quantify reactions.
- Encourage written comments.
- Get 100% immediate response.
- Determine acceptable standards.
- Measure future reactions against the standard.

GUIDELINES FOR EVALUATING LEARNING

- Measure before and after attitudes, knowledge, and skills
- Use a paper and pencil test for knowledge and attitudes.
- Evaluate during and after the course.
- Use a performance test for skills.
- Get 100% response.
- Use a control group if practical.



GUIDELINES FOR EVALUATING BEHAVIOR

- Measure on a before / after basis if practical.
- Allow time for behavior change to take place (anywhere from one day to 3-6 months).
- Survey and/or interview at least two of the following:
 - Learners
 - Bosses of the learners
 - Subordinates of the learners (use caution)
 - Others who know the behavior of the learners
- Get 100% response or a sampling.
- Repeat at appropriate times.
- Consider cost vs. benefits.

CHANGE IN BEHAVIOR REQUIRES:

1. Desire to Change
2. Necessary Knowledge and Skills
3. The “Right” Job Climate
4. Encouragement and Help
5. Rewards for Change



THE JOB CLIMATE

DEPARTMENT HEAD / SUPERVISOR

CLASSROOM

K _____

S _____

A _____

JOB CLIMATE

P _____

D _____

N _____

E _____

R _____

GETTING MANAGERS ON BOARD

1. Ask for help in determining needs.
2. Ask for help in encouraging learners.
3. Ask for help in evaluating Level 3 and 4.
4. Provide training for the managers.



GUIDELINES FOR EVALUATING RESULTS

- Measure on a before and after basis
- Allow time for possible results to take place (suggest 3-6 months)
- Repeat at appropriate times
- Use a control group if practical
- Consider cost vs. benefits
- Consider “Evidence” if “Proof” is not possible

REDUCING TURNOVER

It was determined by the training department that the main reason for high turnover was the poor induction and training of new employees by their supervisors.

A training program was conducted in April for supervisors and foremen called, “How to Induct and Train New Employees”

Goal: Reduce monthly turnover to 2% or less.

Employee Turnover											
Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
4%	5%	6%	5%	2%	2%	1%	2%	2%	1%	1%	2%
<i>Training Program</i>											

Proof or evidence?

What else could have caused the reduction?

1. Employment department hires different types of employees.
2. The organization has granted new benefits.
3. The economy is worse than before – fewer organizations are hiring.
4. A leadership development or other course has raised morale.



KIRKPATRICK FOUNDATIONAL PRINCIPLES

1. The end is the beginning.

Level 4: Results

Level 3: Behavior

Level 2: Learning

Level 1: Reaction

Action Points:

- Ask, "What will success look like?"
- Ask, "How does this help us to achieve our company goals and mission?"
- Ask, "How will this measurably contribute to the bottom line?"

2. Return on ExpectationsSM (ROESM) is the ultimate indicator of value.

Action Points:

- Identify your key business stakeholders
- Spend time with them and ask their needs
- Make sure your actions are driven by their most critical business needs

4. Business partnership is necessary to bring about positive ROE.

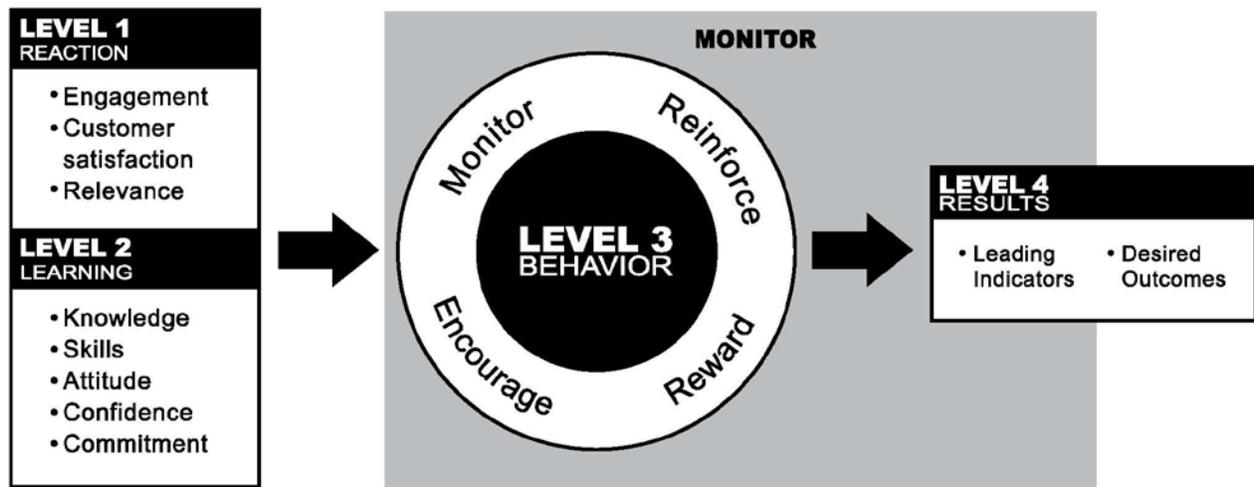


Action Points:

- Get involved in the business
- Make their goals your goals
- You will know you are making progress when your business partners wouldn't dream of having a strategy session without you

4. Value must be created before it can be demonstrated.

The New World Kirkpatrick Four Levels

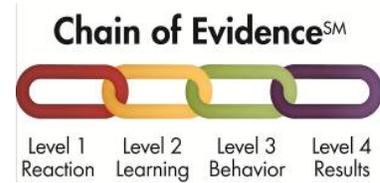


Action Points:

- Think about Level 3 methods of learning support, reinforcement, monitoring, and reward in addition to measurement
- Shift resources away from traditional classroom training and measurement to on-the-job support and informal learning



5. A compelling *Chain of Evidence*SM demonstrates your bottom line value.



Action Points:

- At the beginning of any initiative, identify each link in your Chain of Evidence
- Build your measurement tools and methods as you build your program
- Keep it simple

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MAXIMIZING RESULTS USING THE KIRKPATRICK 4 LEVELS

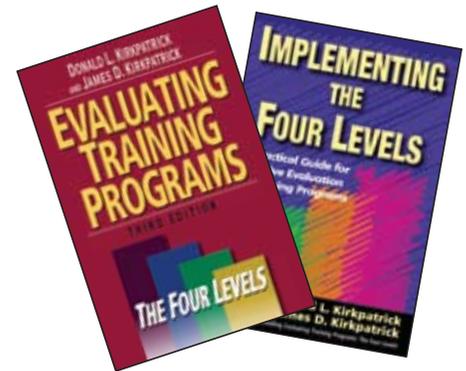
Early part of the journey - Ensuring effective training

• Register for FREE resources at kirkpatrickpartners.com

- Discuss effective training vs. training effectiveness in your organization
- Enhance your Level 1 and 2 measurement processes and tools
- Participate in *Maximizing Business Results from Training* webinar



Participate in Kirkpatrick Four Level Evaluation Certificate Program



Farther down the road - Building training effectiveness

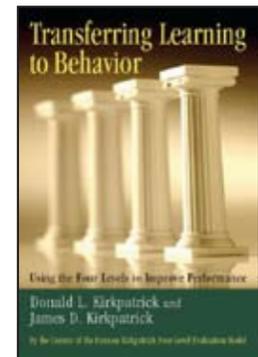
- Join the Kirkpatrick Evaluation discussion group on LinkedIn
- Enhance your Level 3 and 4 measurement processes and tools
- Align the Four Levels by using powerful hybrid tools
- Implement a systematic evaluation decision-making process



Obtain Kirkpatrick Business Partnership Certification



Participate in Training on Trial Workshop



Nearing the final destination - Maximum organizational ROESM (Return on ExpectationsSM)

- Consider a *Kirkpatrick Business Partnership Analysis*
- Form in-house business partnership forum
- Consider a *Kirkpatrick Impact Study*
- Present your compelling Chain of EvidenceSM to your corporate jury

