

KIRKPATRICK  
PARTNERS

# EVALUATING USING THE KIRKPATRICK MODEL



THE STANDARD FOR  
LEVERAGING & VALIDATING  
TALENT INVESTMENTS®



Improve the Program

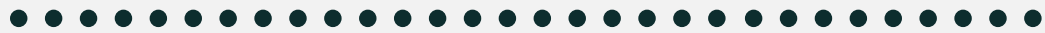


Improve Job  
Performance



Maximize  
Organizational  
Results

# THE KIRKPATRICK MODEL



Level 1: Reaction

Level 2: Learning

Level 3: Behavior

Level 4: Results



Results



Behavior





Learning



Reaction

# KIRKPATRICK® FOUNDATIONAL PRINCIPLES

The end is the beginning.

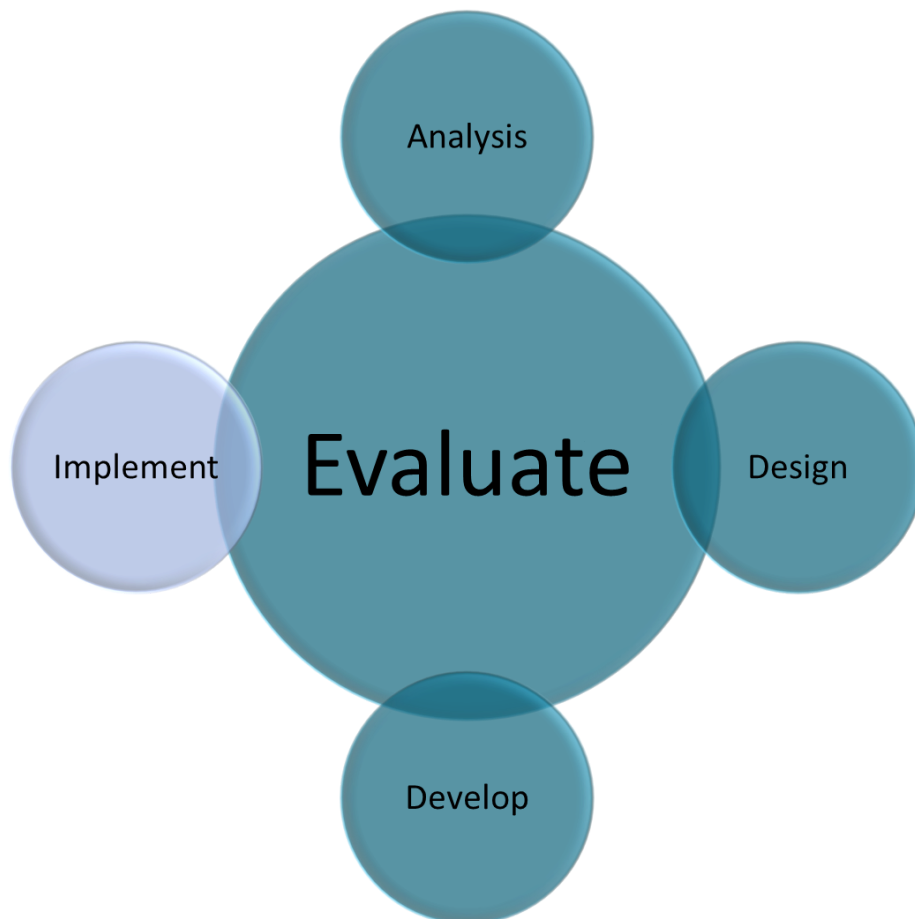
Return on expectations (ROE) is the ultimate indicator of value.

Business partnership is necessary to bring above positive ROE.

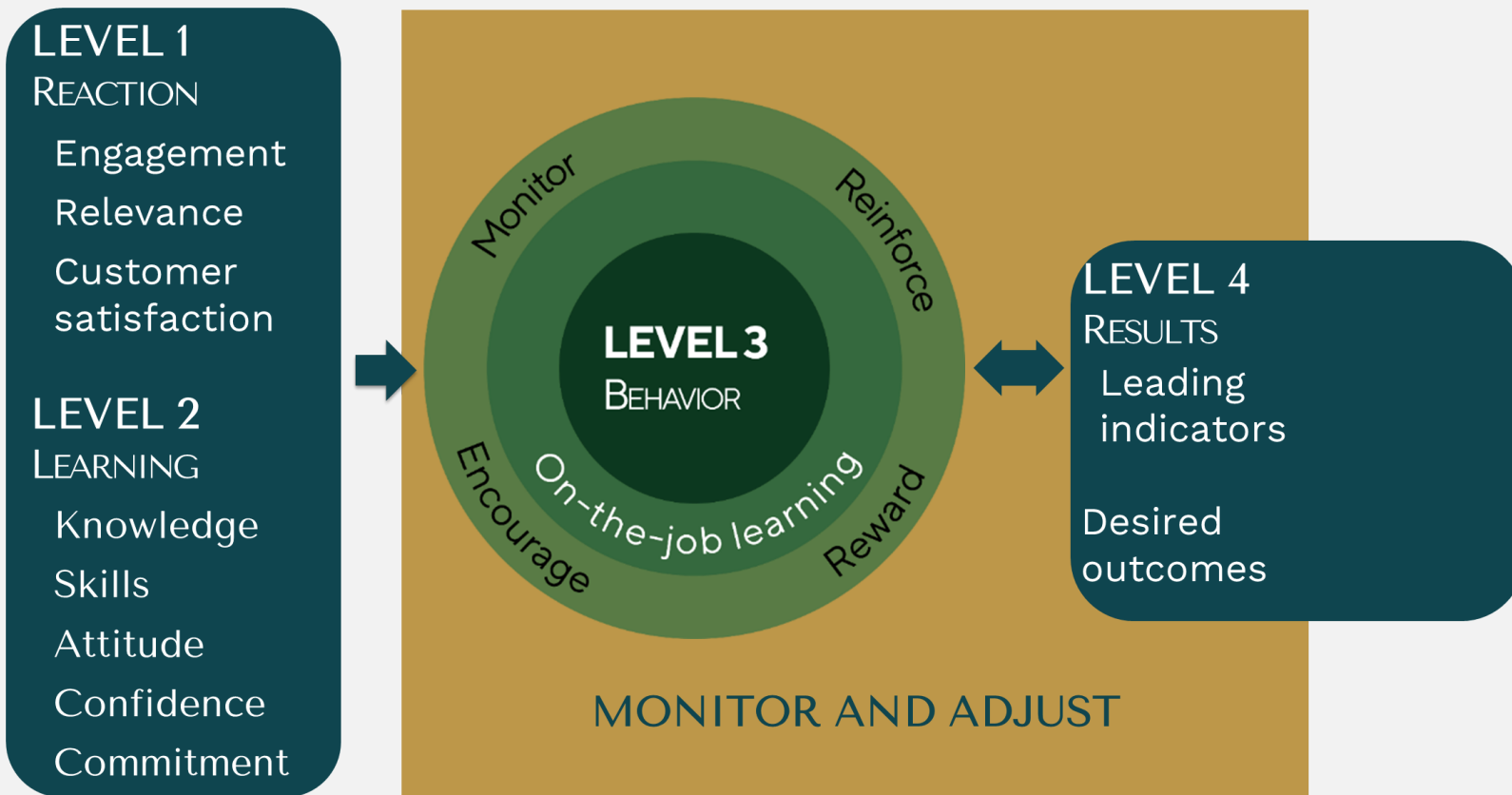
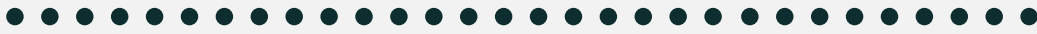
Value must be created before it can be demonstrated.

A compelling chain of evidence demonstrates your bottom-line value.

# DESIGN WITH THE END IN MIND



# THE KIRKPATRICK MODEL OF TODAY





# Leading Indicators

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

## INTERNAL

Individual, team, departmental and/or organizational outcomes

### Quality

Quality ratings

Errors

KPI accomplishment

### Volume / Production

Production rate / output

First-call customer service resolutions

Completed projects / initiatives

### Compliance

Audit findings

External audit findings

Known incident reports

### Safety

Lost time injuries

“Close calls”

Critical incidents

### Cost

Unit product line profitability cost

Waste/scrap

Inventory turn rate/cost

Overhead costs

### Efficiency

Average processing time

Speed to proficiency

Speed to market

### Employee Satisfaction

Employee engagement

Employee satisfaction

Internal promotions

Regrettable turnover

Re-enlistment rate

Employee job confidence

Employee initiative

Balance of Quantitative and Qualitative Measurements

# Leading Indicators

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

## EXTERNAL

Customer, client, market and/or industry response

### Customer Response

Sales volume  
New customers  
Customer call center usage  
Customer attrition  
Program participation

### Customer Satisfaction

Customer ratings  
Repeat sales  
Unsolicited referrals  
Compliment-to-complaint ratio

### Market/Industry Response

External awards and recognition  
External “buzz”  
Brand perception  
Lawsuits and claims  
Press commentary

Balance of Quantitative and  
Qualitative Measurements

# Required Drivers

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

## SUPPORT

### Reinforce

- Follow-up modules
- Work review checklist
- On-the-job training (OJT)
- Self-directed learning
- Refreshers
- Reminders
- Executive modeling

### Encourage

- Coaching
- Mentoring

### Reward

- Recognition
- Pay for performance

## ACCOUNTABILITY

### Monitor

- Action learning
- Interviews
- Observation
- Self-monitoring
- KPIs

- Action plan monitoring
- Dashboard
- Work review
- Survey
- Touchbases/meetings

Desired Result:  
.....

Leading Indicator:  
.....

Leading Indicator:  
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Leading Indicator:  
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Leading Indicator:  
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Leading Indicator:  
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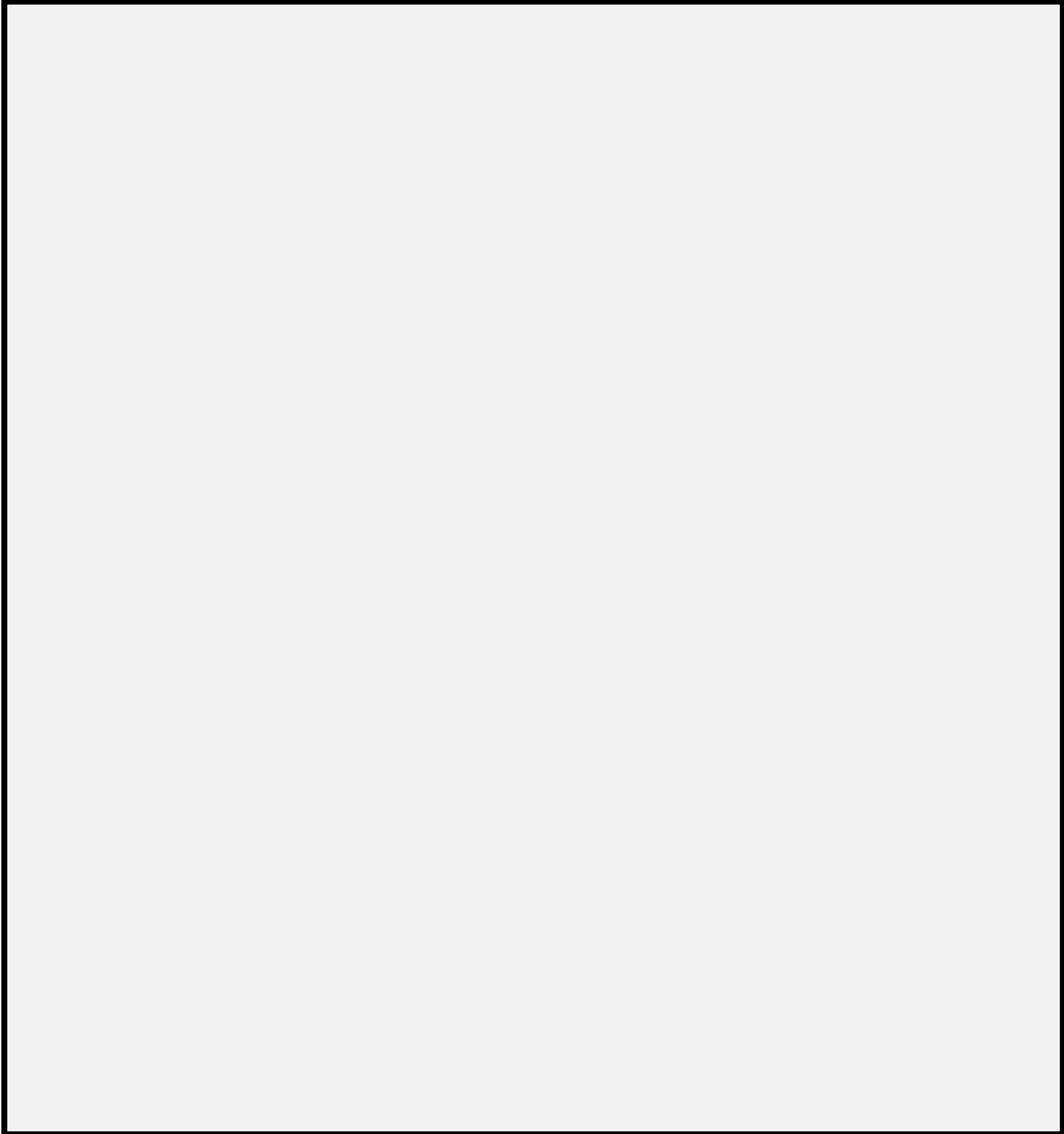
Required Drivers



Support

Accountability

# NOTES



# RESOURCES

## Free Resources:

- Templates, Job aids, white papers, etc.
- Subscribe to our newsletter



A promotional graphic for 'The Kirkpatrick Podcast'. It features a dark teal background with a white circular graphic on the left containing the podcast's logo and title. To the right, text reads 'THE KIRKPATRICK PODCAST' in gold and white, followed by 'Don't forget to subscribe to our YouTube channel'. Below this is a calendar icon showing 'DECEMBER 04' and a YouTube play button icon with the handle '@KirkpatrickPartners'. At the bottom left, there are logos for 'Listen on Apple Podcasts' and 'Listen on Spotify'.

Subscribe to our  
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podcasting platform!



# RESOURCES



Create a plan to evaluate a mission-critical program



Establish the necessary communication, cooperation, and partnerships



Implement your plan, and monitor and report on progress and results



[kirkpatrickpartners.com/training-events/](https://kirkpatrickpartners.com/training-events/)



# TOOLKIT

## Access 13 Customizable Templates

- Email templates
- Performance-based Observation Rubric
- Leading Indicator Samples
- Survey and Interview Templates
- Required Driver Recommendations
- Final Report Template

**NOW**  
**AVAILABLE**

The Kirkpatrick Model Toolkit

LESSON 3: WHY EVALUATE?

There are five reasons it is important for learning and performance professionals to evaluate their training programs. These reasons are:

- Improve the learning program
- Improve job performance
- Measure organizational results
- Identify best practices
- Drive the justification of each business driver

Click each icon on your screen to learn more about why you should evaluate.

THE KIRKPATRICK MODEL

LEVEL 1 REACTION  
LEVEL 2 LEARNING  
LEVEL 3 BEHAVIOR  
LEVEL 4 RESULTS

MONITOR AND ADJUST

**K**  
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# THANK YOU!

Thank you for having us!

We hope you found some value as you continue on your learning and performance, and evaluation journey!

We are always here to help!

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