

# KIRKPATRICK DECISION-MAKING MODEL

## 1. Identify and leverage mission-critical programs.

- Use Kirkpatrick® Program Impact Rating Tool.

## 2. Scale back less strategic programs.

- Discontinue if not needed.
- Explore alternate modalities.
- Conduct targeted evaluation, if any evaluation at all.



## 3. Define your chain of evidence.

- Determine first what information you need.
- Obtain data from multiple sources.
- When evaluating data, ask the key questions, “To what degree?”, “If so, why?” and “If not, why not?”



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

## 4. Go green with evaluation.

- Use hybrid tools.
- Chunk courses and modules.
- Remember that less is more.



## 5. Monitor and adjust after training.

- If you collect it, analyze it!
- Make continual adjustments as indicated.