

KIRKPATRICK FOUNDATIONAL PRINCIPLES

1. The end is the beginning.

- At the beginning of any training initiative, determine what success will look like with your stakeholders in observable or measurable ways.

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

- Identify the evidence of value your stakeholders will want to see at each of the four levels.
- Build appropriate methods into the design of the initiative.

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

- Collaboratively determine the required level of effort and contributions from all departments.
- Document how accountability will be upheld.

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

- Determine methods of reinforcement, encouragement, monitoring and reward for performance of desired behaviors on the job after training.
- Monitor and adjust as indicated.

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

- As the final event in your initiative, present evidence at each of the four levels showing the value requested by stakeholders.
- Evidence consists of both data and information.



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