

Based on the Groundbreaking Work of Donald L. Kirkpatrick

KIRKPATRICK'S

FOUR LEVELS

of TRAINING

EVALUATION



RESULTS



BEHAVIOR



LEARNING



REACTION

Companion Guide

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KIRKPATRICK

Part 1: Basics of Evaluation

CHAPTER 1

Reasons for Evaluating

Why is it so important for learning functions to evaluate the impact of their efforts?

What is at stake if learning functions do not involve themselves in Kirkpatrick Level 3: Behavior?

CHAPTER 2

The New World Kirkpatrick Model—An Overview

What has made the Kirkpatrick Model withstand the test of time?

What are the major differences between the traditional Kirkpatrick Model and the New World Kirkpatrick Model?

CHAPTER 3

Developing an Effective Evaluation Strategy

What should occur during the evaluation planning phase for training to positively affect job performance and organizational results?

How can a Blended Evaluation approach be incorporated into your work?

CHAPTER 4

The Kirkpatrick Foundational Principles

Select a Kirkpatrick Foundation Principle that you believe you could better implement in your work or your organization. What could you do to improve?

Discuss the benefit of creating a chain of evidence to show the value of training, rather than simply trying to connect training to results.

Part 2: Data Collection Guidelines, Methods, and Tools

CHAPTER 5

Evaluating Level 1: Reaction

What are the most common mistakes your organization makes in evaluating Level 1: Reaction?

What additional methods can you use to make Level 1 more useful?

CHAPTER 6

Evaluating Level 2: Learning

What Level 2: Learning methods do you find most effective to confirm that learning has occurred?

Describe what you do to confirm learners' confidence and commitment to apply what they've learned on the job. Or, if this is not occurring, what could you do to incorporate it into your major training programs and initiatives?

CHAPTER 7

Evaluating Level 3: Behavior

Discuss how effectively you are creating and implementing a Level 3 plan in your mission-critical programs today.

What required drivers would best support performance in your organization? Are these being leveraged today?

CHAPTER 8

Evaluating Level 4: Results

What is the “flag at the top of the mountain” for your organization?

Discuss the degree to which leading indicators are identified and tracked for your major programs. How could this be improved?

CHAPTER 9

Evaluating Beyond Traditional Classroom Training

What challenges do you currently face with evaluating e-learning?

What ideas from this chapter could you apply to better evaluate your e-learning efforts?

CHAPTER 10

Evaluation Instrument Creation Basics

Do you think your evaluation rating scale is helping you to obtain usable data?

Review your standard evaluation form or forms. Are there any questions that might cause confusion and skew your data?

CHAPTER 11

Blended Evaluation Items and Sample Tools

Review your most common evaluation questions or items. Are they learner-centered, or do they require revision?

How many evaluation sources do you currently use? Are they yielding sufficient data, or do they need to be augmented?

Part 3: Data Analysis and Reporting Basics

CHAPTER 12

Making Data-Based Decisions

Discuss how you can make better, data-based decisions related to programs and subsequent outcomes.

What specific tactics can you employ to identify and assist training graduates who are struggling with on-the-job application of what they learned in training?

CHAPTER 13

Using the Success Case Method to Drive Performance and Results

How can you identify training graduates who are performing well on the job after training, and measurably contributing to company results?

CHAPTER 14

So What? Now What?

What new insights did you get from Jefferson and Pollock about the importance of focusing on results?

What might you do to put what you learned from them into practice?

CHAPTER 15

Reporting Progress and Demonstrating Program Value

How do you currently demonstrate value to your organization? How well is it received?

How complete is your chain of evidence for your most mission-critical programs?

What could you do to create a compelling chain?

CHAPTER 16

Avoiding Common Evaluation Pitfalls

Which pitfall did you most identify with?

How can you overcome this pitfall?

Part 4: Case Studies (CHAPTERS 17-21)

With which case study could you most relate?

What ideas did you glean from the case examples that could assist you in your work?

About Us



Wendy Kirkpatrick is the President and Founder of Kirkpatrick Partners. As a global driving force of the use and implementation of the [Kirkpatrick Model](#), Wendy leads companies to measurable success through training and evaluation.

Wendy's results orientation stems from over two decades of business experience in retailing, marketing and training. She has held positions as a buyer, product manager, process manager and training manager, which leveraged her ability to organize complex, multifaceted projects and yield rapid results. As a training manager, she managed the training curriculum for 1500 sales and customer service representatives across North America.

Wendy and her husband, Jim, have written four books, including [Kirkpatrick's Four Levels of Training Evaluation](#). They also served as the subject matter experts for the United States Office of Personnel Management's *Training Evaluation Field Guide: Demonstrating the Value of Training at Every Level*.

Wendy is a recipient of the 2013 Emerging Training Leaders Award from Training Magazine.



Dr. Jim Kirkpatrick is the Senior Consultant for Kirkpatrick Partners. He is a thought leader in training evaluation and the creator of the [New World Kirkpatrick Model](#).

Using his 15 years of experience in the corporate world, including eight years as a training manager, Jim trains and consults for corporate, government, military and humanitarian organizations around the world. He is passionate about assisting learning professionals in redefining themselves as strategic business partners to become a viable force in the workplace.

Jim delivers lively keynote addresses and conducts workshops on topics including maximizing business results, creating powerful training and evaluation strategies, building and leveraging business partnerships and increasing the transfer of learning to on-the-job behaviors.

Jim has co-written three books with his father, Don Kirkpatrick, the creator of the Kirkpatrick Model. He also has written four books with his wife, Wendy, including: [Kirkpatrick's Four Levels of Training Evaluation](#) and [Training on Trial](#). Jim and Wendy also served as the subject matter experts for the United States Office of Personnel Management's *Training Evaluation Field Guide: Demonstrating the Value of Training at Every Level*.

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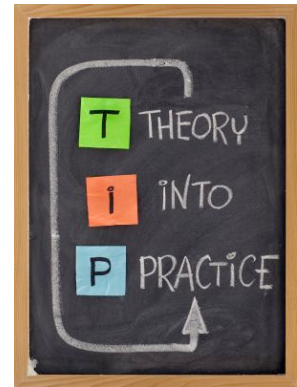
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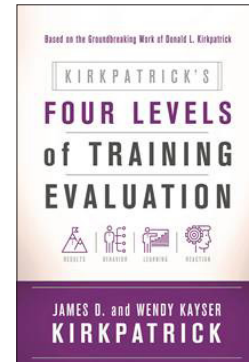
If so, follow Jim, [@Jim_Kirkpatrick](https://twitter.com/Jim_Kirkpatrick), and Wendy, [@WkKirkpatrick](https://twitter.com/WkKirkpatrick), on Twitter, join the Kirkpatrick Evaluation Discussion Group on LinkedIn and subscribe to the Kirkpatrick Partners YouTube channel.



MAXIMIZING RESULTS WITH KIRKPATRICK

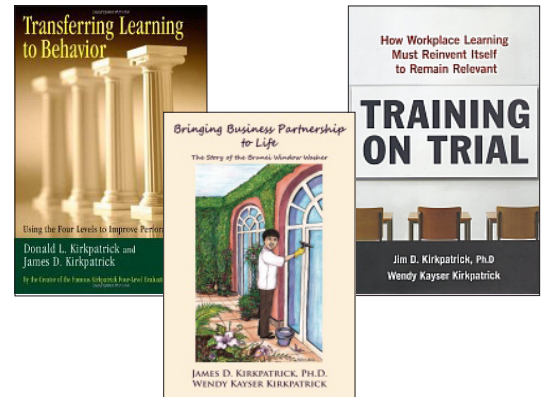
Early part of the journey - Ensuring effective training

- ◆ 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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