

Training on Trial

The Urgent Need to Become Strategic Business Partners



Wendy Kirkpatrick



The one and only KIRKPATRICK™



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KBPM™

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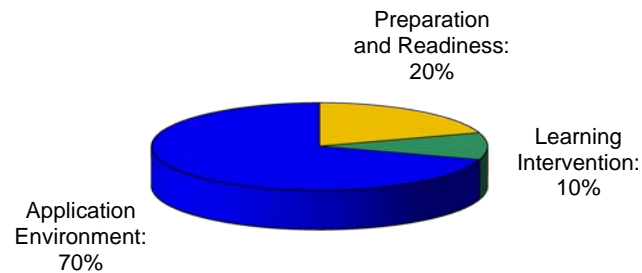
Individual Activity

Note what signs if any you have seen that you have “been charged”.
If you do not feel you have been charged, note the signs to watch for.

EVIDENCE AGAINST US

Brinkerhoff Study

Causes of “Training Failure”



2006 ASTD Study

BASIS OF OUR DEFENSE

Why Evaluate?



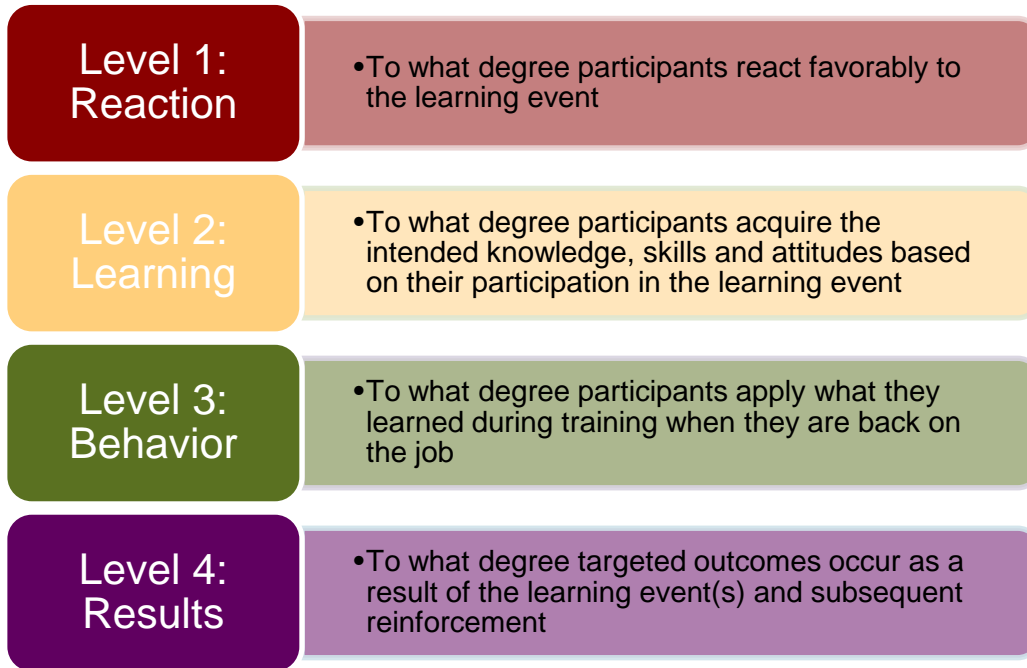
Individual Activity

Match the Kirkpatrick level to its definition.

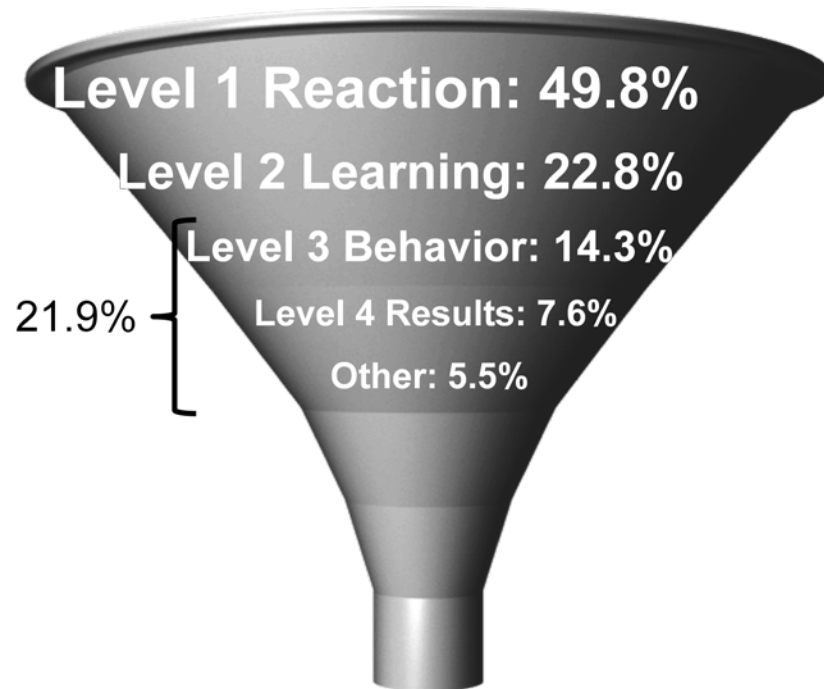
- | | | | |
|-----|-----------------|----------|---|
| ___ | Reaction | A | To what degree participants acquire intended knowledge, skills and attitudes based on participation in the learning event |
| ___ | Learning | B | To what degree participants apply what they learned during training on the job |
| ___ | Behavior | C | To what degree participants react favorably to the training |
| ___ | Results | D | To what degree targeted outcomes occur, as a result of the learning event(s) and subsequent reinforcement |



Kirkpatrick Four Levels™



Company Spending on Evaluation



2009 ASTD Value of Evaluation Study



ACTION PLAN

1. Focus on Business Level Results

Results What will success look like? Key shareholder ROE
Behavior What behaviors, if performed, will lead to the desired outcomes / results?
Learning What do people need to learn / believe to be able and willing to perform the behaviors?
Reaction What learning environment is needed to teach the knowledge, skills, and attitudes required?

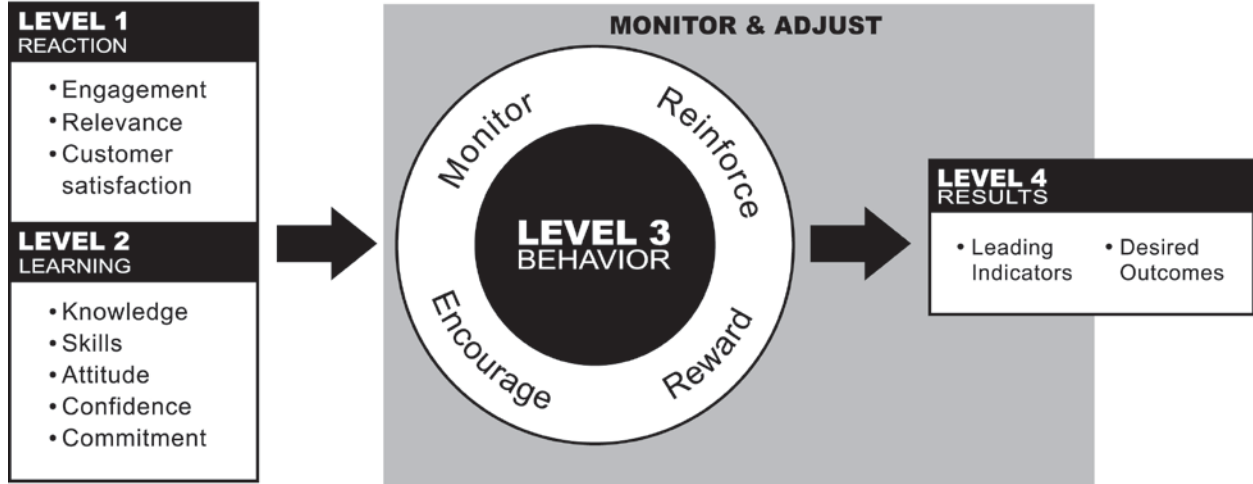
Individual Activity

Write down the core purpose of your business or company. In other words, what are you in business to do? If you know it, what are the mission and vision of your organization?



2. Support Performance of Critical Behaviors

The New World Kirkpatrick Four Levels™



Required Drivers

Accountability	Monitor	Action learning Survey Action planning Observation	Work review Dashboard KPIs (key performance indicators)
Support	Reinforce	Follow-up modules Reminders Work review checklists	Executive modeling Refreshers Job Aids
	Encourage	Coaching	Mentoring
	Reward	Recognition Bonuses	Pay for performance



Partner Activity

Instructions

- Read the background information
- Using the spaces provided, determine the required drivers you would recommend for each critical behavior listed
- Refer to the required drivers table on the previous page if needed

Background

McGovern Construction is a home builder in the southern United States. They are hoping to increase profitability by 5% this year despite no expected increase in home sales. To accomplish the goal, the owner has asked the HR department to put together a leadership initiative for all construction site managers. The focus is on cost control with the following targeted areas:

- Payroll: no overtime without prior executive approval
- Compliance: no code violations that result in rework and/or fines
- Quality: as few customer complaints as possible that result in rework and repairs that are due to poor workmanship or errors

Training Plan

In response to this request you have created a manager training program focused on the quality dimension of the initiative. Since all site managers have already been well trained in quality building practices, the session objectives are:

- Explain the importance of a quality building for the company and our customers
- Perform a role play of a morning quality meeting for the site crew
- Accurately complete a quality checklist

Performance Plan

As a result of the training, site managers will be asked to perform the following behaviors on the job:

1. Hold a 5 minute meeting every morning highlighting areas of quality that will be important for the work that day

Monitoring method: _____

Support method (reinforcer, encourager, or reward): _____

2. Complete a quality checklist for each major portion of the building project

Monitoring method: _____

Support method (reinforcer, encourager, or reward): _____



3. Make Evaluation Efficient and Meaningful

VALDEZ CORPORATION - STRATEGIC GOAL DASHBOARD

GOAL #1: INCREASE RETENTION OF TOP TALENT

METRIC	ACTUAL	TARGET	STATUS
Confidence scores - aggregate	80%	90%	↔
Senior leader support sessions conducted	50%	65%	↑
Quarterly professional development sessions conducted	72%	75%	↑
Career development program enrollees	88%	100%	↔
Gallup engagement scores - aggregate	77%	90%	↔
Internal promotions	9	15	↔
Top talent retention	TBD	TBD	

= Meeting target

= Somewhat below target

= Significantly below target

= Up from last month

= Down from last month

= Same as last month

Evaluation Methods

Methods	Evaluation Levels			
	1 Reaction	2 Learning	3 Behavior	4 Results
Survey	•	•	•	•
Questionnaire /Interview	•	•	•	•
Focus Group	•	•	•	•
Knowledge Test / Check		•		
Case Studies		•		
Work Review		•	•	
Skills / Behavior Observation		•	•	
Presentation / Teach Back		•		
Action Planning		•	•	•
Action Learning			•	
Key Business HR Metrics				•

Chain of Evidence™



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



Participant Survey Sample

Instructions: Thinking about the course you just completed, please indicate to what degree you agree with each statement using this rating scale:

1 = Strongly Disagree	2 = Disagree	3 = Agree	4 = Strongly Agree
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Please provide comments along with your rating to help us to improve this course in the future.

Learning Environment

- The class environment helped me to learn. 1 2 3 4
- There were no major distractions that interfered with my learning. 1 2 3 4

Comments:

Relevance

- The course material will be helpful for my future success. 1 2 3 4
- I will be able to immediately use what I learned. 1 2 3 4

Comments:

Delivery

- I was well engaged with what was going on during the program. 1 2 3 4
- The activities and exercises aided in my learning. 1 2 3 4
- I was given adequate opportunity to demonstrate what I was learning. 1 2 3 4

Comments:

Overall

- The program met my expectations. 1 2 3 4
- I am clear on how to apply what I learned on the job. 1 2 3 4
- I would recommend this program to my co-workers. 1 2 3 4

Comments:



From what you learned, what will you be able to apply on your job?

Energy for Change

How confident are you that you will be able to apply what you have learned back on the job? (Circle one rating)

Not at all confident	0.....1.....2.....3.....4.....5.....6.....7.....8.....9.....10	Extremely confident
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If you circled 6 or below, please answer the following question. Circle all that apply.

My confidence is not high because:

- a. I do not have the necessary knowledge and skills
- b. I do not have a clear picture of what is expected of me
- c. I have other higher priorities
- d. I do not have the necessary resources to do it
- e. I do not have the human support to do it
- f. Other (please explain):

How committed are you to applying what you learned to your work? (Circle one rating)

Not at all committed	0.....1.....2.....3.....4.....5.....6.....7.....8.....9.....10	Extremely committed
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If you circled 6 or below, please answer the following question. Circle all that apply.

My commitment isn't high because:

- a. I do not have the necessary knowledge and skills
- b. I do not have a clear picture of what is expected of me
- c. I have other higher priorities
- d. I do not have the necessary resources to do it
- e. I do not have the human support to do it
- f. I am not required to do this
- g. I am not rewarded or recognized for doing this
- h. Other (please explain):

What barriers do you anticipate that might prevent you from applying what you learned?

What might help to overcome those barriers?

What outcomes are you hoping to achieve as a result of your efforts?



Individual Activity

Write down one specific action you will take as a result of the concepts we have discussed today.

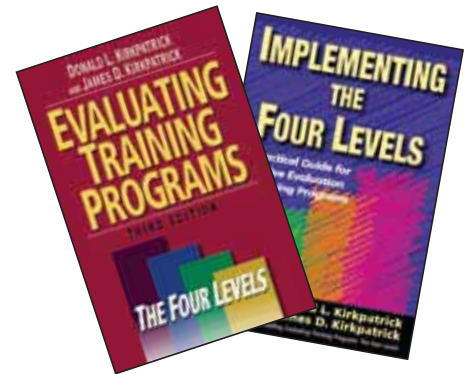
MAXIMIZING RESULTS USING THE KIRKPATRICK 4 LEVELS

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 Certification or Certificate Program



Farther down the road - Building training effectiveness

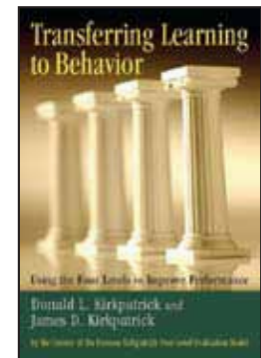
- Join the Kirkpatrick Evaluation discussion group on LinkedIn
- Enhance your Level 3 and 4 measurement processes and tools
- Align the Four Levels by using powerful hybrid tools
- Implement a systematic evaluation decision-making process



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

