

# Delivering Training Value Using the Kirkpatrick Four Levels Part 2

## Check Your Knowledge

1. The name of Level 1 is: \_\_\_\_\_

It can be defined as: \_\_\_\_\_

\_\_\_\_\_

One tool or method that can be used to measure Level 1 is:

\_\_\_\_\_

2. The name of Level 2 is: \_\_\_\_\_

It can be defined as: \_\_\_\_\_

\_\_\_\_\_

One tool or method that can be used to measure Level 1 is:

\_\_\_\_\_

3. The name of Level 3 is: \_\_\_\_\_

It can be defined as: \_\_\_\_\_

\_\_\_\_\_

One tool or method that can be used to measure Level 1 is:

\_\_\_\_\_

4. The name of Level 4 is: \_\_\_\_\_

It can be defined as: \_\_\_\_\_

\_\_\_\_\_

One tool or method that can be used to measure Level 1 is:

\_\_\_\_\_

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## The Kirkpatrick Four Level Evaluation Model

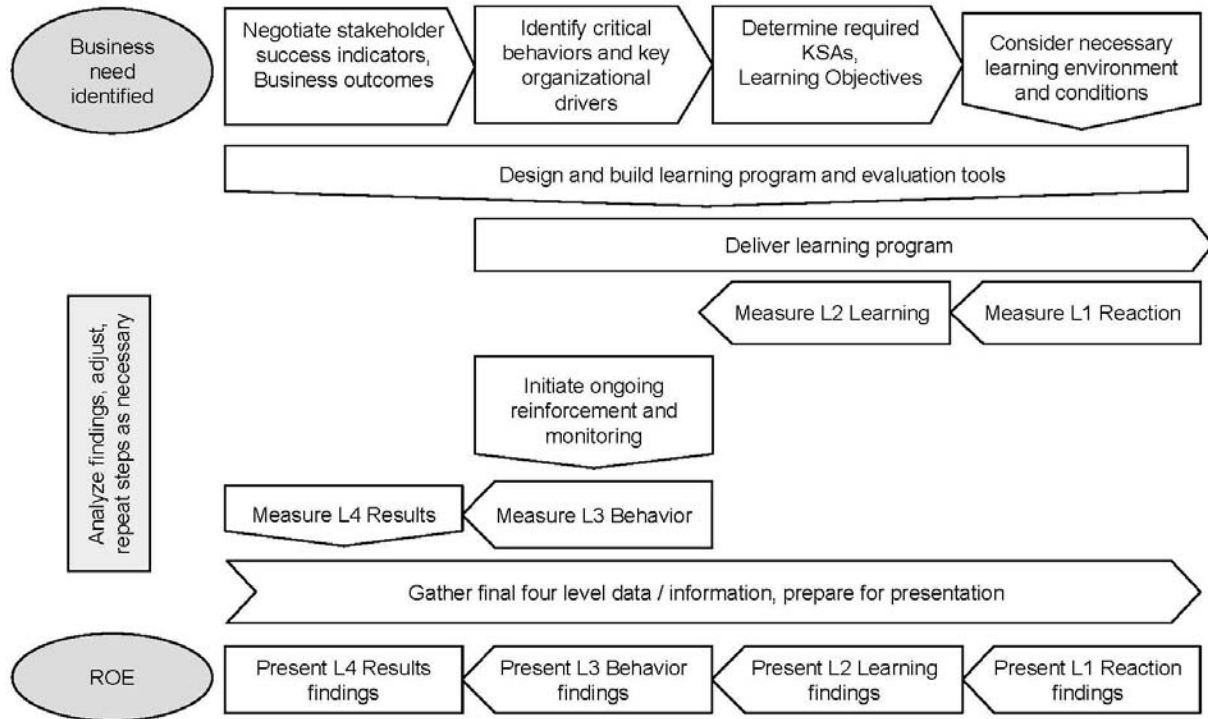
|                              |   |
|------------------------------|---|
| <b>Level 1:<br/>Reaction</b> | The “customer service” assessment of how participants reacted to the program.   |
| <b>Level 2:<br/>Learning</b> | To what degree participants changed their level of knowledge, skills, or attitudes based on their participation in the program, |
| <b>Level 3:<br/>Behavior</b> | To what degree participants are apply what they learned during training when they are back on the job.                          |
| <b>Level 4:<br/>Results</b>  | To what degree targeted outcomes occurred, as a result in whole or part of the learning event(s).                               |

## Four Level Measurement Tools

| Methods                    | Evaluation Levels |               |               |              |
|----------------------------|-------------------|---------------|---------------|--------------|
|                            | 1<br>Reaction     | 2<br>Learning | 3<br>Behavior | 4<br>Results |
| Survey                     | •                 | •             | •             | •            |
| Questionnaire/Interview    | •                 | •             | •             | •            |
| Focus Group                | •                 | •             | •             | •            |
| Knowledge Test / Check     |                   | •             |               |              |
| Work Review                |                   | •             | •             |              |
| Skills Observation         |                   | •             | •             |              |
| Presentations / Teach Back |                   | •             |               |              |
| Action Planning            |                   | •             | •             | •            |
| Action Learning            |                   |               | •             |              |
| Key Business HR Metrics    |                   |               |               | •            |

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## The “New” Kirkpatrick Model



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## Creating Your Own Objectives

Business objectives: key to the mission of the organization, at the company level

- Related to Level 4: Results
- Common examples:
  - Increased production
  - Increased sales
  - Improved quality
  - Reduced turnover
  - Decreased costs
  - Higher profits
  - Reduced frequency and / or severity of accidents



Performance objectives: what individuals need to do to accomplish the business objectives

- Related to Level 3: Behavior
- Example: (If business objective is to increase sales) Sales representatives follow the customer contact outline on all sales calls.



Learning objectives: what the individual needs to know, know how to do, or believe in to perform the actions required to achieve the business objective

- Related to Level 3: Learning
- Example: (if business objective is to increase sales) Participants demonstrate how to follow the customer contact outline.



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Instructions:

Part 1: For a real training program within your organization (if possible), determine the objectives.

Part 2: Select one or two measurement tools / methods for the objectives identified at each level.

|  |                              |
|--|------------------------------|
| <b>Program Name:</b>                                   |                              |
| <b>Key stakeholders:</b>                               |                              |
| <b>Business Objectives / Level 4 Results</b>           |                              |
| Objectives:  | Measurement tools / methods: |
| <b>Performance Objectives / Level 3 Behavior</b>       |                              |
| Objectives:  | Measurement tools / methods: |
| <b>Learning Objectives / Level 2 Learning</b>          |                              |
| Objectives:  | Measurement tools / methods: |
| <b>Environmental / Level 1 Reaction considerations</b> |                              |
|  | Measurement tools / methods: |

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## Building Your Chain of Evidence



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

### Statement of Training Value Using a Chain of Evidence

Structure guidelines:

Here are data that show that our learners were engaged in the training and found it relevant (level 1), which led to an increase in knowledge and skills (level 2), which with support and involvement from their managers helped lead to significant changes in behavior (level 3), which ultimately contributed to the results you were looking for (level 4).

My Own Statement of Value:

## My Goal

Take a moment to set a goal for yourself related to the chain of evidence for the value you provide to your organization.

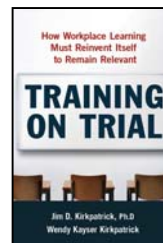
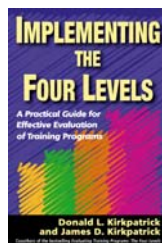
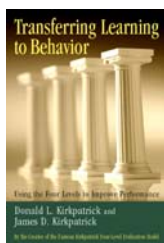
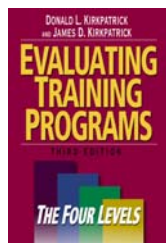
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## More Information

If you would like more information on the Kirkpatrick Model and how to increase the business impact of your training, please leave your business card. You will receive:

- Monthly e-newsletter
- Latest white paper

## Books



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## Websites

[Kirkpatrickpartners.com](http://Kirkpatrickpartners.com)

*Register here for access to a resource library*

*Don and Wendy's event schedules posted*

[Smr-usa.com](http://Smr-usa.com)

*Jim Kirkpatrick's event schedule is posted*

## Discussion Group

Join our Kirkpatrick Evaluation discussion on LinkedIn!

Just go to *Groups* and search for *Kirkpatrick Evaluation*

## Contact

Wendy Kirkpatrick  
Kirkpatrick Partners, LLC  
(314) 961-4848  
[wendy.kirkpatrick@kirkpatrickpartners.com](mailto:wendy.kirkpatrick@kirkpatrickpartners.com)  
[linkedin.com/in/wkkirkpatrick](https://www.linkedin.com/in/wkkirkpatrick)

Jim Kirkpatrick, PhD  
SMR USA, Inc.  
(317) 402-3882  
[jim.kirkpatrick@smr-usa.com](mailto:jim.kirkpatrick@smr-usa.com)  
[jdkphd50@msn.com](mailto:jdkphd50@msn.com)  
[linkedin.com/in/kirkpatrickfourleveevaluation](https://www.linkedin.com/in/kirkpatrickfourleveevaluation)

Don Kirkpatrick, PhD  
Kirkpatrick Partners, LLC  
(262) 695-5851  
[dleekirk1@aol.com](mailto:dleekirk1@aol.com)  
[linkedin.com/in/donaldkirkpatrick](https://www.linkedin.com/in/donaldkirkpatrick)