

Delivering Training Value Using the Kirkpatrick Four Levels



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Why Evaluate?

1. Improve the program



Effective Training

2. Improve company results



Training Effectiveness

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Percentage of Learning Transfer

1975: Percentage of formal learning that is actually applied to the job:

15%

2005: Percentage of formal learning that is actually applied to the job:

15%

Dana Robinson, ASTD ICE, 2008

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Kirkpatrick Four Levels

Level 1: REACTION

To what degree participants react favorably to the training



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Level 2: LEARNING

To what degree participants acquire intended knowledge, skills, and attitudes based on participation in learning event



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Level 3: BEHAVIOR

To what degree participants apply what they learned during training on the job



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Kirkpatrick Four Levels

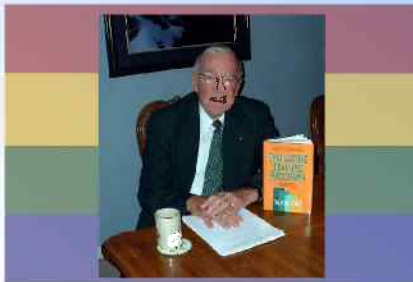
Level 4: RESULTS

To what degree targeted outcomes occur, as a result of the learning event(s) and subsequent reinforcement



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The End is the Beginning



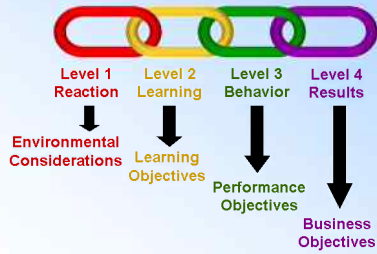
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The End is the Beginning



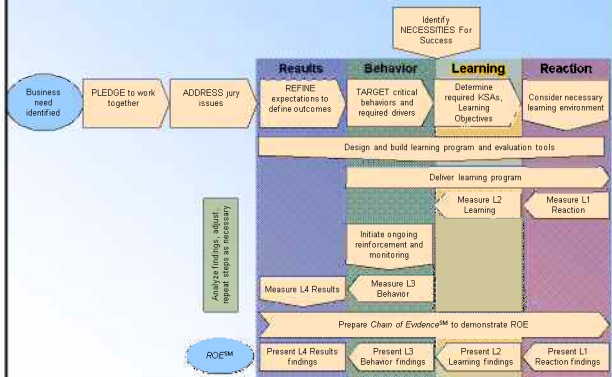
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Kirkpatrick Four Levels and Objectives



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The Kirkpatrick Business Partnership ModelSM



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“What is your job here at the hotel?”
“I am a window washer.”

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“What is your job here at the resort?”
“I am part of a team that creates great experiences for our guests!”

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Business Objective Level 4

- At the company level
- Key to the mission of your organization
 - Sales
 - Quality
 - Costs / profitability



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Performance Objective Level 3

What individuals need to **do on the job** to accomplish the business objective

- Observable behavior
- Measurable



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Environmental Considerations Level 1

Learning conditions most conducive to individuals learning what they need to know (or believe) to be able to perform the required behaviors on-the-job



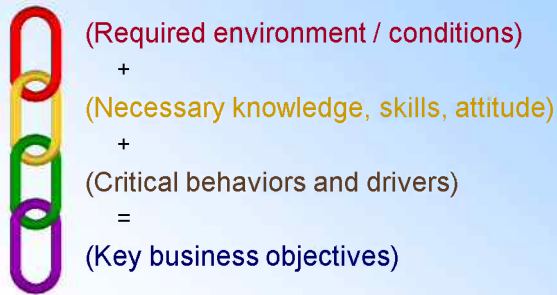
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The End is the Beginning

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

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Your Chain of EvidenceSM



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Thank You!



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