First Things First: Getting Started with Kirkpatrick® Training Evaluation

Dr. Jim Kirkpatrick, Wendy Kirkpatrick and Don Murphy
March 2, 2017
“What is your job here at the hotel?”

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

Who do you think is the model for the future of L&D?
Participant Poll

To what degree are you shaping a culture like Chai’s in your organization?

A. Not at all  
B. To a small degree  
C. To a moderate degree  
D. To a large degree

Feel free to add a comment in the chat area.

Session Objectives

By participating in this program, you will discover how to:
• Increase on-the-job application of what is taught  
• Maximize results from your training programs  
• Implement a Blended Evaluation Plan™ to gather complete program data
Why Evaluate?

- Improve the Program
- Improve Job Performance
- Maximize Organizational Results

Effective Training

Training Effectiveness

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The Kirkpatrick Model

Level 4: Results

The degree to which targeted outcomes occur as a result of the training and the support and accountability package.

The Kirkpatrick Model

Level 3: Behavior

The degree to which participants apply what they learned during training when they are back on the job.
The Kirkpatrick Model

Level 2: Learning

The degree to which participants acquire the intended knowledge, skills, attitude, confidence and commitment based on their participation in the training

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The Kirkpatrick Model

Level 1: Reaction

The degree to which participants find the training favorable, engaging and relevant to their jobs

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Participant Interaction

In the chat below, share a benefit of starting with Level 4.

KIRKPATRICK FOUNDATIONAL PRINCIPLES

1. The end is the beginning.
2. Return on expectations (ROE) is the ultimate indicator of value.
3. Business partnership is necessary to bring about positive ROE.
4. Value must be created before it can be demonstrated.
5. A compelling chain of evidence demonstrates your bottom-line value.
KIRKPATRICK FOUNDATIONAL PRINCIPLE

1

THE END IS THE BEGINNING.
KIRKPATRICK FOUNDATIONAL PRINCIPLE

RETURN ON EXPECTATIONS (ROE) IS THE ULTIMATE INDICATOR OF VALUE.

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KIRKPATRICK FOUNDATIONAL PRINCIPLE

3

BUSINESS PARTNERSHIP IS NECESSARY TO BRING ABOUT POSITIVE ROE.

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Participant Interaction

In the chat below, share one tactical or strategic bridge that you have built in your organization.
KIRKPATRICK FOUNDATIONAL PRINCIPLE

VALUE MUST BE CREATED BEFORE IT CAN BE DEMONSTRATED.

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“You can’t handle the truth!”
Blended Evaluation Plan™

A methodology in which data are collected from multiple sources using multiple methods, in a blended fashion that considers all four Kirkpatrick levels.
# Required Drivers

Processes and systems that reinforce, monitor, encourage and reward performance of critical behaviors on the job

**SUPPORT**

**Reinforce**
- Follow-up modules
- Work review checklist
- On-the-job training (OJT)
- Self-directed learning
- Refreshers
- Job aids
- Reminders
- Executive modeling

**Encourage**
- Coaching
- Mentoring

**Reward**
- Recognition
- Pay for performance

**ACCOUNTABILITY**

**Monitor**
- Action learning
- Interviews
- Observations
- Self-monitoring
- KPIs (key performance indicators)

- Action plan monitoring
- Dashboard
- Work review
- Survey
- Touchbases / meetings
Best Practices

Don Murphy
Indiana Public Defender Council

Our Training Culture

• “Spray and pray”
• Protect the status quo - continuation of law school model
• Creative use of required drivers
Reinforcement

• Case reviews
• Attorney Performance Guidelines / Checklist

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Reinforcement

• Communities of practice
  – County Criminal defense bars
  – Resources
    • Wenger, Etienne; Communities of Practice, learning, meaning, and identity, Cambridge University Press, 1991.
    • Hara, Noriko, Social Construction of Knowledge in Professional Communities of Practice: Tales in the Courtroom, Dissertation Abstract 2000. Indiana University

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Coaching/Encouragement

- Personal Coaching Program
- Psychology of Performance Coaching Project

Accountability

- Trial Practice Institute
- 3 & 6 month post training surveys
- In-house follow-up workshops

- Reference
  - Cunningham, Bennett, Dawes, *Self Managed Learning In Action: Putting SML into Practice*, Gower, 2000

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Participant Interaction

In the chat below, share a required driver you currently use in your organization. Or, share one that you would like to use.

KIRKPATRICK FOUNDATIONAL PRINCIPLE

A COMPELLING CHAIN OF EVIDENCE DEMONSTRATES YOUR BOTTOM-LINE VALUE.
Real-Life Example

Don Murphy
Indiana Public Defender Council

From the Jury’s Perspective

• Unfamiliar place, customs and language
• “Acting like a lawyer”
  – “If this is a good case, nobody would have to do all that”
  – Watching anger and arrogance
Compelling Chain Helps Jurors

• Jurors need to know the decision they make is one that going to help them
• Move jurors to take action that’s good for them and your client
“It would be like expecting The Brunei Window Washer to drop out of the sky!”
Participant Interaction

I have at least one idea I can implement in my work.

A. Yes
B. No

I would recommend this program to others in this field.

A. Yes
B. No

In chat or the Insights widget, please list one specific action you plan to take as a result of your participation in this program.
Participant Interaction

– Would you like to talk with us?
– Do you have more in-depth questions?

Contact us at
inquiries@kirkpatrickpartners.com
or
(770) 302-3500

FREE Resources

Register for free at kirkpatrickpartners.com to receive:

– Instant access to Resource Library with 60+ items
– Subscription to weekly e-newsletter

You will also receive a follow-up email next week if you registered prior to the live event
More In-Depth Information

Kirkpatrick Four Levels® Evaluation Certification Program

Build an effective program implementation and evaluation plan

Upcoming programs:
March 14-15 and July 18-19 in Dulles, VA
Online begins on April 25 and August 8

Kirkpatrickpartners.com – Training & Events tab

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More In-Depth Information

Kirkpatrick’s Four Levels of Training Evaluation
Now available!
– Expert guidance in how to apply the model
– Templates and tools
– Case examples

tinyurl.com/K4LTE-book

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**STEP 1: REGISTER WITH KIRKPATRICK PARTNERS**

Register online at [www.kirkpatrickpartners.com](http://www.kirkpatrickpartners.com) to receive access to the online Kirkpatrick Resource Library and be automatically enrolled in our weekly newsletter.

Receive all of the following:

- Access to online Kirkpatrick Resource Library containing 60+ free items on demand
  - Articles, white papers, videos, podcasts, PowerPoint slides, diagrams and tools
- One efficient weekly email containing:
  - Weekly Kirkpatrick Quick Tip
  - Latest articles
  - News, specials and event schedules
  - Ability to comment on features in The Official Kirkpatrick Blog

**STEP 2: SELECT YOUR FAVORITE SOCIAL MEDIA FOR TIMELY UPDATES**

Do you prefer to get your news *as it happens*?

Do you like your Facebook page better than your Outlook inbox?

If so, this step is for you! Follow Kirkpatrick Partners on your favorite social media network. Join the discussion and receive the latest news by liking us on Facebook, following our Twitter account, [@TheKirkpatricks](http://www.twitter.com/TheKirkpatricks), connecting with us on LinkedIn, following our boards on Pinterest, or subscribing to The Official Kirkpatrick Blog on our website.

**STEP 3: ADD CUSTOMIZED SUBSCRIPTIONS FOR MORE INFORMATION**

Do you want *everything* from Kirkpatrick Partners?

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