

# A World View on Evaluation

By Jim Kirkpatrick, PhD



## Around the World in Two Weeks

I am just completing a global trip where I have had the privilege of spreading the message of the New World Kirkpatrick Four Levels™. This journey has literally taken me around the world. What I was most looking forward to was an opportunity to put my fingers on the pulse of what is happening globally in training and evaluation. Here is a recap of my experiences, including specific actions I recommend for each region.

### China

It is no secret that China is making steady advances to becoming a (the?) preeminent world power. Shanghai and Beijing are two of the hotbeds



of advancements in areas of economics, fashion, culture, and technology. However, it appears from my pulse check that China is not currently leading the revolution for reform in the world of training and development. There is still a strong belief in a culture of master / student, especially among nationalistic corporations. Levels 1 and 2 of the Kirkpatrick Four Levels are standard application. The urgent need for a paradigm shift from a model that emphasizes and attempts to isolate training events to business partnership is foreign in China.

With that said, there is also energy for change. I experienced eagerness and openness to a more powerful performance model in both Shanghai and Beijing. Business and training leaders in both Chinese-founded companies and multi-national organizations have made commitments to learn and practice new approaches. These approaches

should quickly move their organizations from happy sheets and pre and posttests to value stories of positive return on expectations (ROE). Kirkpatrick Partners has made a solid commitment to do what we can to help China in these efforts. Specifically, we gave a call to action to attendees at two training conferences to become positive examples of business partnership.

Here are my recommendations to new friends and colleagues in China:

- Identify mission critical initiatives and shift training, reinforcement, and evaluation resources to them. Start with the end in mind by identifying the desired result, and focusing all training and reinforcement on achieving it.
- Identify and more closely monitor Level 3 critical behaviors and required drivers, and Level 4 leading indicators.
- Add questions of learner confidence and commitment to your Level 2 assessments.
- Modify your Level 1 “happy sheets” to include more learner-centered questions.
- Keep us informed about the great progress you will be making soon by following these recommendations.

### Eastern Europe

My next stop was Budapest, Hungary. Wendy and I worked with consultants from countries that receive



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less exposure than China: Hungary, Romania, Czech Republic, Slovakia, Slovenia, and Turkey. What a pleasure it was to meet and work with learning professionals from those parts of the world. While they are not far from each other geographically, there were significant differences in culture and the approach to training.

There were some commonalities, however. The Kirkpatrick Four Levels are known, but not typically applied beyond Level 1 and 2 evaluation. We were pleased to find out that many of the consultants had read some of our more recent work and were implementing elements of the Kirkpatrick Business Partnership Model™. Specific applications included concepts of The End is the Beginning, return on expectations, level 3 drivers, the New World Kirkpatrick Four Levels, and building a chain of evidence.

While many of their clients are not yet ready to spend their precious resources on elements other than training, our “Baltic ambassadors” are putting together case studies and compelling stories of value that promise to leave their mark beyond their borders. A consulting firm by the name of Develor in particular is taking the lead in sharing the light with others in the region.

Here are our suggestions to learning professionals in central and South-eastern Europe:

- Talk with your internal and external clients about the business partnership model as a more powerful approach than the traditional training-event model.
- Talk to your clients about the level of effort required in relation to the benefits of both approaches.
- Identify and execute one or two mission critical programs using the business partnership approach. Gather quantitative and qualitative evidence along the way to create a chain of evidence. Showcase this to all interested parties.

## Ireland

While I did not have the pleasure of stopping in Ireland on this trip, a woman who hails from the country participated in the session in Budapest.



From her and others who write to us, we have discovered that Ireland is not sitting still when it comes to implementing the New World Kirkpatrick Four Levels and principles of business partnership. As in most other places in the world, the government and private business are becoming more and more insistent that training demonstrate its value.

## One United World

This trip was not merely a mission of presenting the Kirkpatrick Four Levels to eager practitioners and educators. It was an opportunity to build relationships with genuine and caring people. For all of you who crossed paths with us, we appreciate your kindness to your American visitors, and best of luck to you as you forge ahead.

## 40 Free Resources for You

For those of you in other parts of the world who want to create and demonstrate bottom line value sooner than later, here are 40 FREE resources and two books priced at \$24.95 or less:

- [Resources tab at kirkpatrickpartners.com](#): download 39 free articles, white papers, podcasts and tools for free

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- [Kirkpatrick Evaluation discussion group on Linked-In](#): open to all who wish to join
- For information on the Kirkpatrick Business Partnership Model: [Training on Trial](#)
- For the Kirkpatrick Foundational Principles: [Kirkpatrick Then and Now](#)

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Jim has co-written three books with his father, Don Kirkpatrick, the creator of the Kirkpatrick Model.

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