1. Record Nr. UNINA9910798728803321 Autore Kirkpatrick James D. <1952-> Titolo Kirkpatrick's four levels of training evaluation / / James D. Kirkpatrick and Wendy Kayser Alexandria, Virginia:,: Association for Talent Development,, [2016] Pubbl/distr/stampa ©2016 **ISBN** 1-60728-102-3 Descrizione fisica XV, 238 sider : illustrasjoner Disciplina 658.3124 Employees - Training of - Evaluation Soggetti Lingua di pubblicazione Inglese **Formato** Materiale a stampa Livello bibliografico Monografia Nota di bibliografia Includes bibliographical references and index. Nota di contenuto Intro -- Title Page -- Copyright -- Contents -- Foreword by Don Kirkpatrick -- Foreword by Elaine Biech -- Preface -- Part 1: Basics of

Evaluation -- Chapter 1: Reasons for Evaluating -- The Urgent Need to Create and Demonstrate Training Value -- Three Reasons to Evaluate Training Programs -- Summary -- Chapter 2: The New World Kirkpatrick Model-An Overview -- The Four Levels -- The New World Kirkpatrick Model -- The Four Levels in Reverse -- Summary --References -- Chapter 3: Developing an Effective Evaluation Strategy --A Cautionary Tale -- Not All Programs Are Created Equal -- Three Phases of a Program -- Training Is Like Flying a Plane -- Summary --Chapter 4: The Kirkpatrick Foundational Principles -- Kirkpatrick Foundational Principles -- Summary -- Part 2: Data Collection Guidelines, Methods, and Tools -- Chapter 5: Evaluating Level 1: Reaction -- Methods, Tools, and Techniques -- Timing -- Keep It Simple -- Summary -- Chapter 6: Evaluating Level 2: Learning --Methods, Tools, and Techniques -- Timing -- Summary -- Chapter 7: Evaluating Level 3: Behavior -- Research on the Importance of Post-Training Support -- Defining the Few, Critical Behaviors -- A Few Words About Competencies -- Methods, Tools, and Techniques --Timing -- Summary -- Chapter 8: Evaluating Level 4: Results --Identifying Leading Indicators -- The Benefits of Identifying Leading Indicators -- Methods, Tools, and Techniques -- Timing -- Summary -- Chapter 9: Evaluating Beyond Traditional Classroom Training -- How

to Evaluate E-Learning -- How to Evaluate Informal Learning -- How to Evaluate Mobile Learning -- Summary -- Chapter 10: Evaluation Instrument Creation Basics -- Typical Questions -- The Key to Success -- Summary -- Chapter 11: Blended Evaluation® Items and Sample Tools -- The Blended Evaluation® Approach -- Using Learner-Centered Items.

Sample Methods and Tools -- Item Library for Use Immediately Following Training -- Item Library for Delayed Use After Training --Summary -- Part 3: Data Analysis and Reporting Basics -- Chapter 12: Making Data-Based Decisions -- Three Key Data Analysis Questions --Summary -- Chapter 13: Using the Success Case Method to Drive Performance and Results -- Defining Success -- Training Evaluation Realities -- Summary -- Chapter 14: So What? Now What? -- The Questions That Need to Be Answered -- A Business Person's Criteria --PDCA Cycle -- What Management Wants to Know -- Outputs Versus Outcomes -- Summary -- References -- Chapter 15: Reporting Progress and Demonstrating Program Value -- Sharing Training Outcomes -- Reporting Program Progress -- Making an Impactful Final Report -- Summary -- Chapter 16: Avoiding Common Evaluation Pitfalls -- Pitfall #1: Addressing Evaluation Requirements After a Program Has Launched -- Pitfall #2: Viewing All Training Programs as Equal -- Pitfall #3: Spending the Majority of Your Training Evaluation Resources on Levels 1 and 2 -- Pitfall #4: Relying Solely on Standardized Surveys -- Pitfall #5: Asking Questions That Don't Generate Useful Data -- Pitfall #6: Making Evaluation Too Complicated or Academic -- Pitfall #7: Not Using Collected Data -- Summary --References -- Part 4: Case Studies -- Chapter 17: Common Practice in Leadership Program: Greencore Northampton -- Stakeholder Expectations -- Program Structure -- Evaluation Methods and Tools --Results of Pilot -- Summary -- Chapter 18: Service Over and Above the Rest (SOAR) Program: Emirates Airline -- Actions -- Pre-SOAR Preparation -- SOAR and Coach for Performance Formal Training --Formalized on-the-Job Support -- The Evaluation and Reward Strategy -- Results -- Summary -- Chapter 19: Sales Graduate Program Pilot: ArjoHuntleigh Getinge Group.

Business Need and Program Intent -- Stakeholder Expectations -- Project Methodology -- Evaluation Approach -- Key Level 3 Findings -- Key Level 4 Findings -- Success Factors -- Recommendations -- Summary -- Chapter 20: Accident Reduction Program: Maryland Transit Administration -- Project Methodology -- Required Drivers -- Evaluation Methodology -- Key Findings and Results -- Program Success Factors -- Barriers to Success -- Summary -- Chapter 21: Coaching Program: IHC New Zealand -- Stakeholder Expectations -- Critical Behaviors -- Project Methodology -- Evaluation Methods -- Key Findings and Results -- Success Factors -- Barriers to Success -- Recommendations -- Summary -- Call to Action -- Your Personal Action Plan -- References -- About the Authors -- About the Contributors -- Index -- Back Cover.