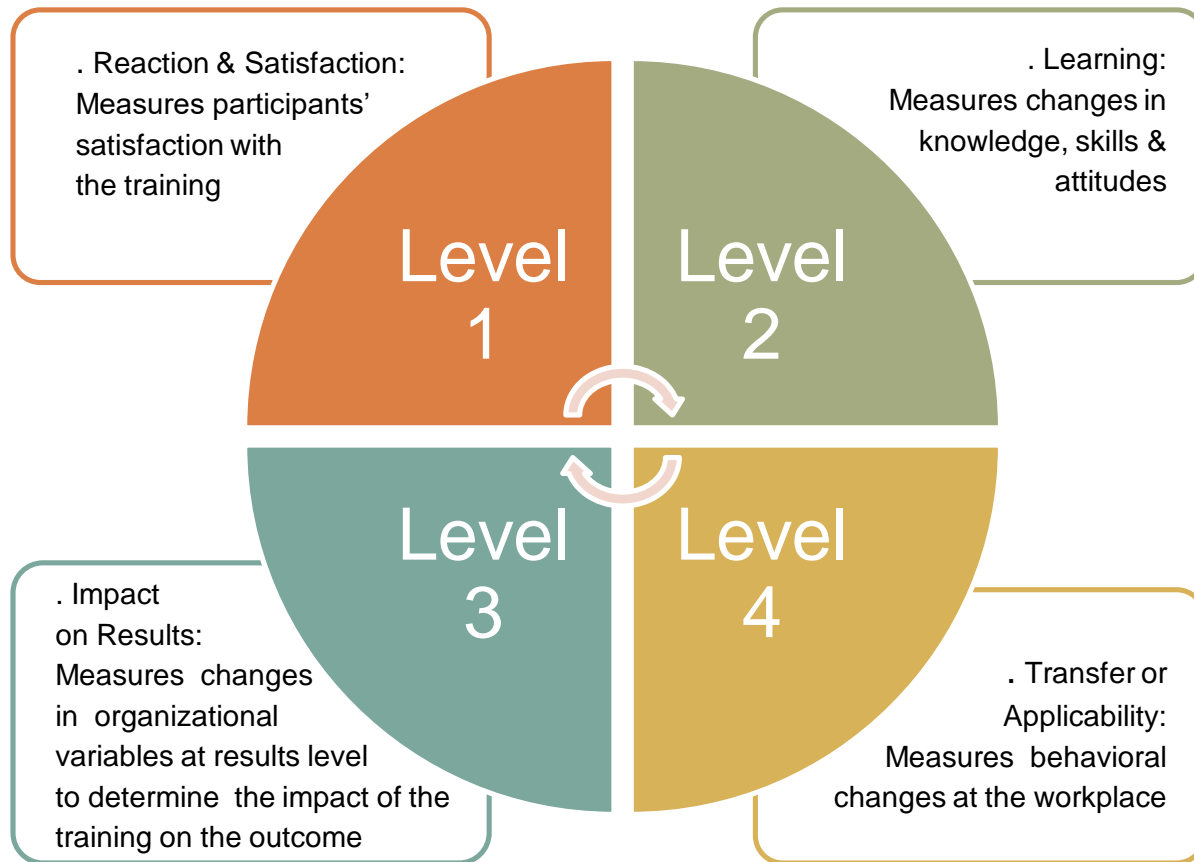




Learning & Monitoring Key Performance Indicators Kirkpatrick Model



Training Indicator Evaluation Model

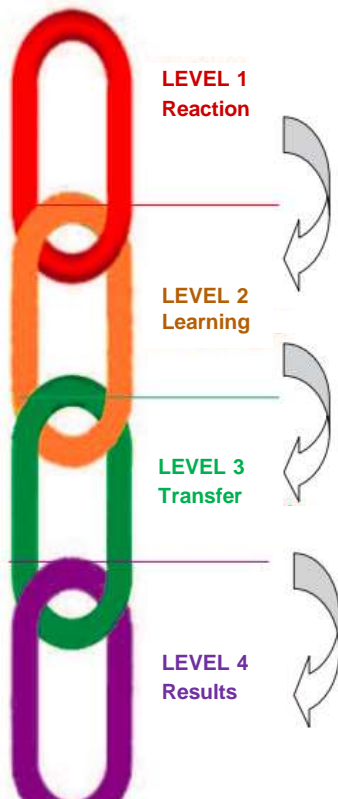


Uses & Applications

The Kirkpatrick Model is designed to:

- Evaluate the content & quality of training
- Evaluate & follow up on assimilation of content
- Evaluate & follow up on application of learning
- Evaluate & follow up on impact of learning on results

Correlation between the 4 Levels



Training result in the participant	Probability of success
IF ...the participant has a positive reaction towards the activity	Then there is a greater probability that...
IF ... the participant acquires knowledge or develops skills	Then there is a greater probability that...
IF ... the participant uses new knowledge, skills and attitudes at	Then there is a greater probability that...
The use of new knowledge, skills and attitudes improves the organization's performance	

Level 1 Reaction & Satisfaction

- This level measures how satisfied participants are with aspects such as:
 - the methodology
 - the instructors
 - the content
 - the training infrastructure

- Evidence has shown that one of the satisfaction measurements that has the highest correlation with learning is the perceived relevance and usefulness of the training activity for on-the-job performance

- Through Program Evaluations

Level 2 Learning

- It should determine:
 - What knowledge has been acquired?
 - The extent to which techniques, models, principles, concepts & skills, have been **assimilated** by the participants

- Through response surveys:
 - Open: for development
 - Fixed: multiple choice, true or false, paired terms or concepts, complete
 - To be completed

Level 3 Transfer o Applicability

- Evaluation of behavioral change; it measures:
 - The degree to which knowledge, skills and attitudes learned in the training have been **transferred to** better job performance
 - To what extent did participants apply at work what they learned in the training? How?
 - If they didn't... Why not?
 - Which skills have been best developed?
 - Which attitudes have been changed?

- Derived from the Action Plans

- Through periodic **group** meetings or interviews with participants, superiors, subordinates and colleagues to review implementation, share best practices and required adjustments

Level 4 Results or Impact

- To determine the degree of improvement of the strategic variables, as a result of the training:
 - Teamwork, Motivation & Trust
 - Communication (conflict solving, agreements, feedback)
 - Planning & Execution
 - Leadership & Decision Making
 - Tangible benefits obtained (better performance, innovation, knowledge transfer and mutual learning, higher productivity, increase in sales, greater market penetration, new products, new strategies, cost reduction, rotation rate, ROI, to be chosen and determined by client)

- Through 360° evaluation (quantitative) and surveys (qualitative)

Periodicity & Samples

- **Reaction Evaluation:** 100% of the participants

When? At the end of the workshops

- **Learning Evaluation:** 80% of the participants, random & rotational.

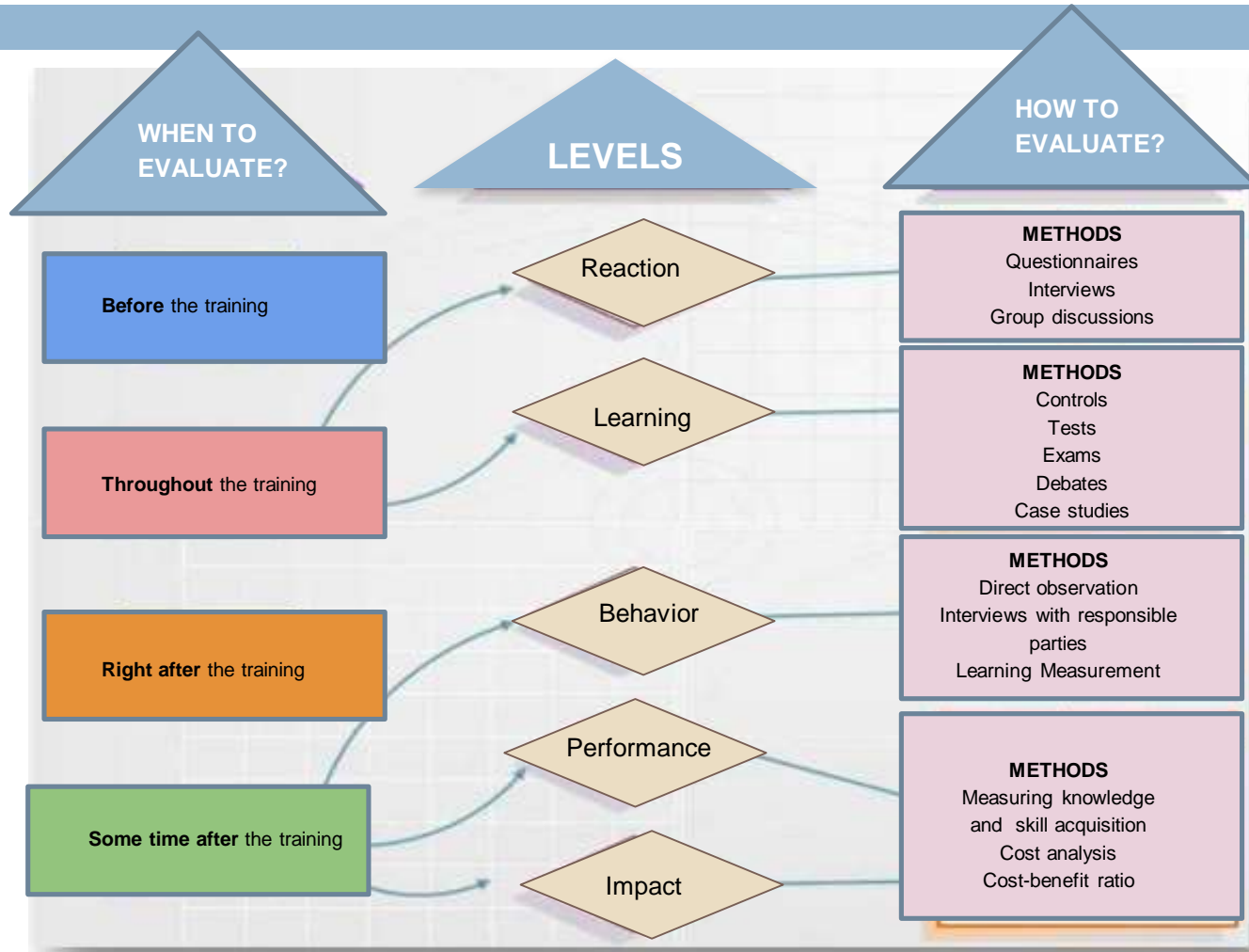
When? One or two weeks after the workshops

- **Transfer or Applicability Evaluation:** 50% of the participants, random & rotational

When? Quarterly

- **Impact on Results Evaluation:** 100% of the participants and 10% of the universe of measured tangible variables

Summary



Some References

- Culturally diverse teams are *45% more likely to report growth in their company's market share over the previous year.*
- *70% more likely to report that the company captured a new market.*
- Diversity leads to innovation by promoting creative "out of the box" thinking, where ideas are heard, valued and developed, allowing the creation of new solutions, products and services. An individual who shares the ethnicity of his or her clients *is 152% more likely to understand them better.*
- Leaders who create the space for all voices to be heard equally are almost *twice as likely to give way to their valuable ideas and opinions.*
- When a space for constant feedback is promoted and everyone is encouraged to express what they think and feel, *teams are 3.5 times more willing to contribute with their full innovative potential.*