
Training on Trial - Establishing the Chain of Evidence



**Kate Baade +
Nathan Wale**

“All training and learning professionals are being watched and judged to see if their value to the business exceeds their expenses”.

Jim D. + Wendy Kirkpatrick

Session Aims

Today we aim to:

- Make you think about defending the service you provide
- Look at the Kirkpatrick Four Level Evaluation Framework
- Help you establish a clear chain of evidence
- Provide you with some tools to support your defence
- Give you an opportunity to put yourself on the stand (and consider what you need to do differently)

The Complaint

The plaintiff (your client) has filed this complaint against us (the trainer / training provider):

“ The training provided is adequate, but there has been no noticeable improvement in my employees’ use of the language at work. As such, the defendant has failed to deliver the results agreed upon in the contract, and we demand immediate compensation as well as termination of any previously agreed business relationship.”

- ARE WE GUILTY?



Gathering Evidence

In small groups, compile a list of things which you can do to prove the value of what you are doing:

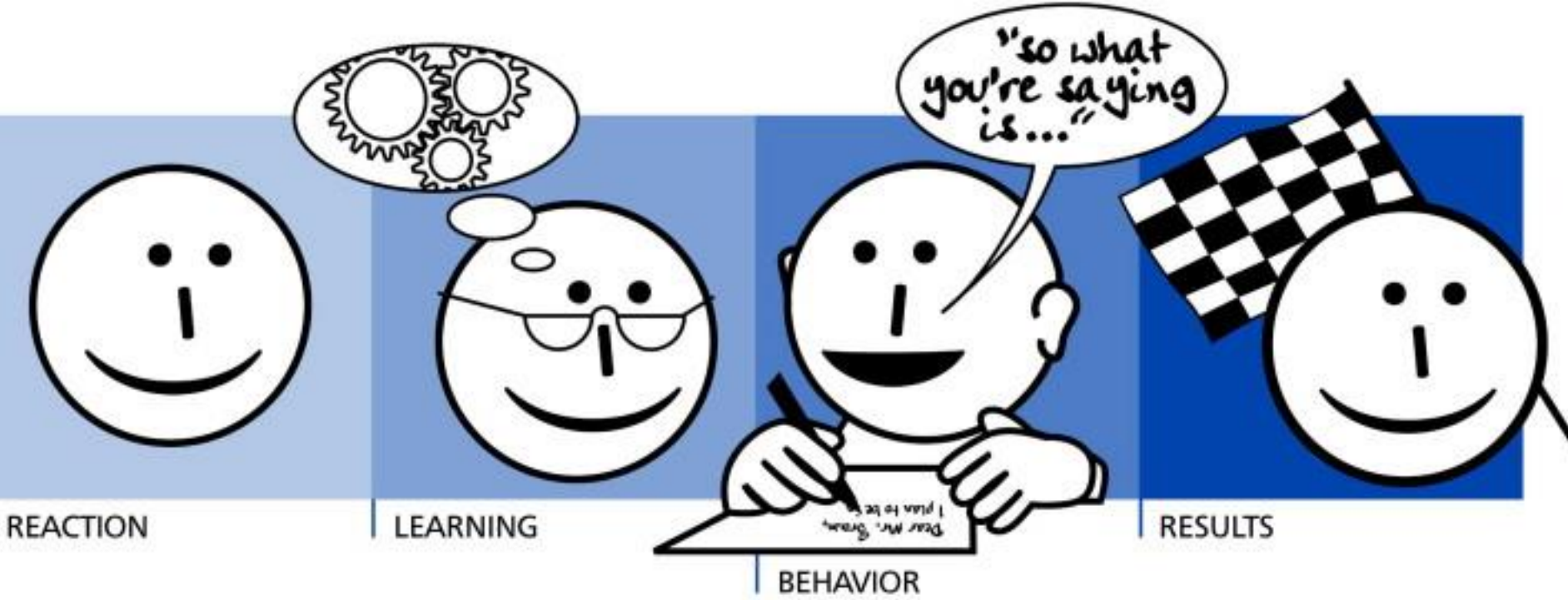
- What can we show the client?
 - What do they expect to see?
 - What would you want to see if you were in their shoes?
 - What evidence do you usually collect?
 - What do you usually show clients
-
- ARE WE GUILTY?

Is the Evidence Strong Enough?

Based on your ideas, what would the jury decide?

- Does your evidence show that the training has an impact on the jury's bottom line? How?
 - If you were in the jury's shoes, and you needed to reduce your spending, would you keep you? Why?
 - Does your evidence show what makes you different from someone else who claims they can do the same thing for substantially less?
 - How do you make this clear to the client?
 - Does your evidence show you create and demonstrate value?
-
- **ARE WE GUILTY?**

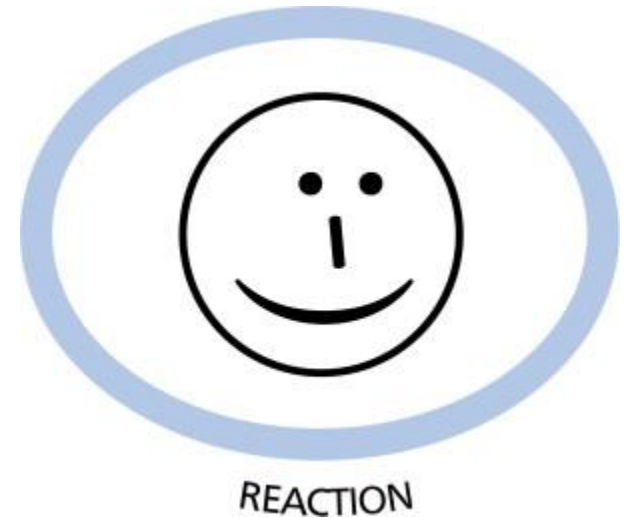
The Kirkpatrick 4 Level Model



The Kirkpatrick 4 Level Model

Level 1 - Reaction

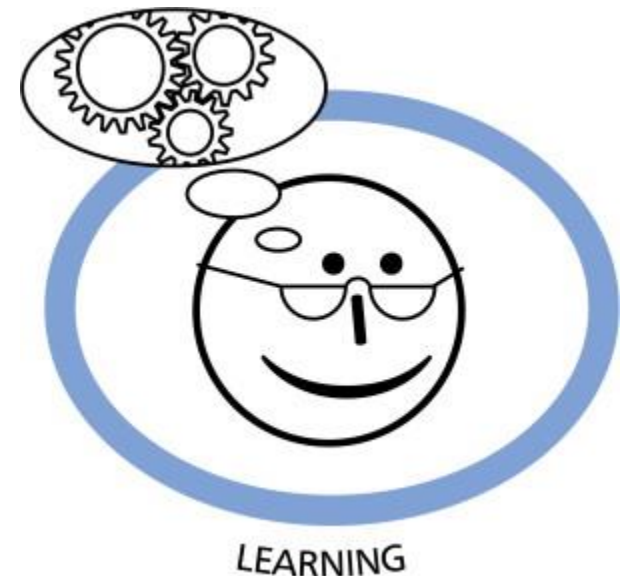
- Were the learners engaged and motivated?
- Did they find the training relevant?



The Kirkpatrick 4 Level Model

Level 2 - Learning

- What knowledge, skills and attitudes do your staff need?
- How can we best demonstrate that learning has occurred?



The Kirkpatrick 4 Level Model

Level 3 - Behavior

- What behaviors and drivers will achieve these results?
- Where can we see that learning is transferred to the job?



The Kirkpatrick 4 Level Model

Level 4 - Results

- What impact should the training have on your business?
- What will indicate that this is actually happening?



Start with the End in Mind!

Plan from level 4 to 1 – Evaluate from level 4 to 1

- What is the aim of the training? (Level 4)
- What behavior needs to change to achieve this aim? (Level 3)
- What do they need to learn so they can change behavior? (Level 2)
- How can I keep them motivated, engaged and involved? (Level 1)

It's easiest to evaluate from 1 to 4 but you need to plan from 4 to 1!

Planning for Four Levels of Evidence

In groups, you need to come up with a chain of evidence for a 4 level defence:

- Quickly plan your goals from level 4 to 1
- Now, plan the sort of evidence you would need to prove your case:
 - what questions would you need to ask?
 - what forms would you need to use?
 - what evidence would you need to gather?

Do the links in the chain fit together

- CAN WE PROVE OUR WORTH?

The Defence

The plaintiff (your client) has filed this complaint against us (the trainer / training provider):

“The training provided is adequate, but there has been no noticeable improvement in my employees’ use of the language at work. As such, the defendant has failed to deliver the results agreed upon in the contract, and we demand immediate compensation as well as termination of any previously agreed business relationship.”

- WHO WOULD LIKE TO PROVE THEIR INNOCENCE?

What do we do?

10 lesson plan
satisfaction checks
feedback competitions a change in approach informal chats
language analysis forms recording and reviewing feedback forms
manager feedback on performance OTJ language spreadsheet tutorials
comparing task performance before and after achieving a task faster and better
testimonials visible change in attitude towards task in English
regular manager meetings feedback from manager to training manager
needs analysis course management tool review of statistics
peer feedback temperature checks quizlet individual reviews
learning logs reviews DMAIC

What are you going to do differently?



- What are you going to do differently in terms of making your defence clearer to all parties concerned?

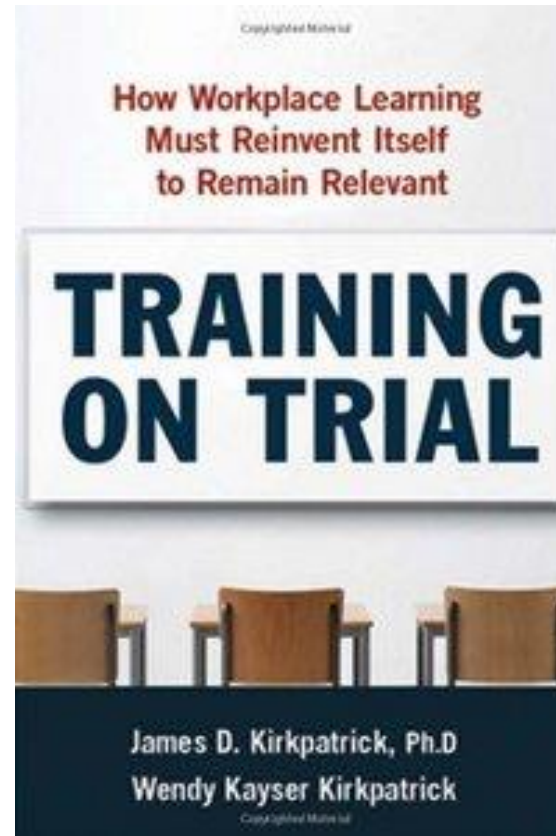


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Further Reading:

Target Training Blog:
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Question Time

- Questions?