

SAMPLE EVALUATION REPORT

- The program being evaluated was a change management program for managers ahead of an organization-wide system rollout
- Desired outcomes included increased incidence of change conversations ahead of the rollout and successful adaption to the new system
- Numbers have all been changed to preserve the identify of the client organization and are presented only to illustrate the type of data that can be reported at three of Kirkpatrick's levels of evaluation
- A report like this one was shared verbally with senior leaders and stakeholders about four months after the training
- Data on organizational metrics at level 4 had yet to be collected

PARTICIPATION RATES FELL SHORT

	#	Total population	%	Target %
Number of managers completing online training prework	298	624	47%	50%
Number of managers completing classroom training	95	624	15%	50%

We asked 100 managers who did not attend why they were unable to:

- 89% cited lack of time
- 82% cited competing priorities

THOSE WHO ATTENDED CLASSROOM TRAINING LIKED IT AND FOUND IT RELEVANT

Overall rating	%	# of people
Excellent	74%	26
Good	17%	6
Neutral	3%	1
Fair	3%	1
Poor	3%	1

Would recommend to a colleague	%	# of people
Yes	94%	33
No	6%	2

Percent of what I learned I can apply	%	# of people
100% - All	45%	16
75% - Most	43%	15
50% - About half	3%	1
25% - A little	6%	2
0% - None	3%	1

n=35
37% response rate
60% target response rate

TOP 3 RESPONSES: WHAT COULD BE IMPROVED ABOUT THIS TRAINING?

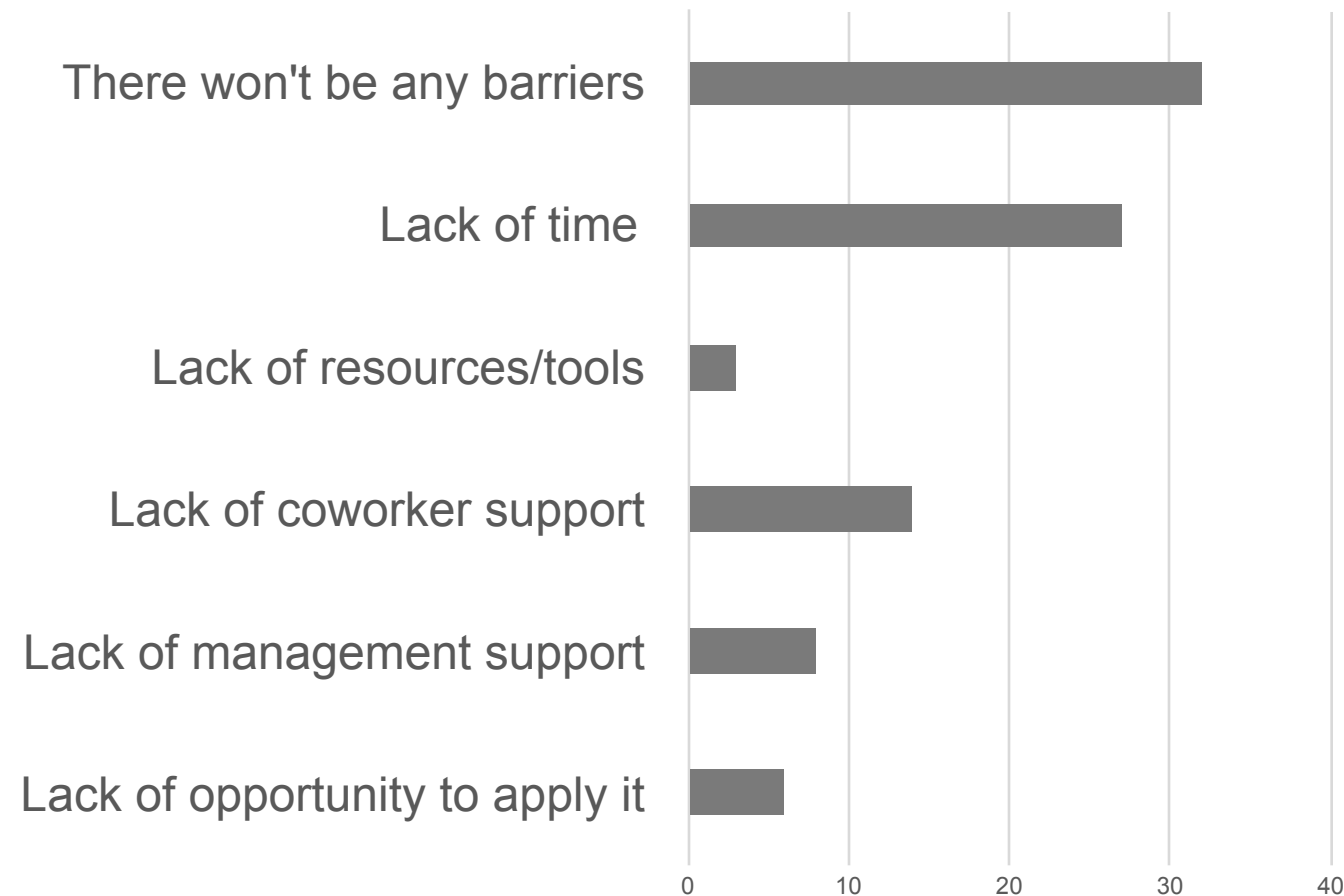
- Program too rushed
- Classroom too small
- Reference materials not easily accessible

TOP 5 RESPONSES: WHAT WAS THE MOST IMPORTANT THING YOU LEARNED?

- How to be a better leader within the department and to influence others
- How to better listen to my team when they are voicing concerns and to be able to demonstrate my understanding and empathy even if I disagree
- Change acceptance types and how to frame statements based on type
- Keeping people informed and make sure your statements and promises are within your purview to address
- That all managers are having similar issues with their staff

LEARNERS PREDICTED FEW BARRIERS TO APPLICATION

What kind of barriers might you face in applying what you learned? (Check all that apply)



MANAGERS WHO ATTENDED THE TRAINING HELD MORE CHANGE CONVERSATIONS WITH STAFF WITHIN 90 DAYS OF TRAINING



EMPLOYEES WHOSE MANAGERS ATTENDED THE TRAINING ADAPTED BETTER TO THE NEW SYSTEM

