

Four Levels of Training & Development

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Recently Don Kirkpatrick, Father of the Four Levels of training and development died at age 90. His pioneering work is the standard for training evaluation even today. So what are the four levels and why are they important for our clients and us. And, how can they be used in selling our workshops, surveys and projects?

First what are Kirkpatrick's four levels of evaluating learning and developments for those that don't remember or know:

1. **Reaction:** What the delegate thought of the training. This is commonly referred to as the "Smile Sheet".
2. **Learning:** The resulting increase in knowledge or capability of the delegate.
3. **Behavior:** The extent of behavior and capability improvement and implementation.
4. **Results:** The effect on the business resulting from changes in the delegates' performance.

So what's the point? Simply that most workshops ...some of the most popular....focus on level one and two! My opinion is that popular products like DISC and programs like the 7 Habits land here.

So what about *Persona* GLOBAL distributed workshops, surveys, business games, virtual reality simulations? These are focused on Kirkpatrick's levels 3 and 4. They are actually focused on facilitating change, either individual or cultural within the organization.

Shouldn't we be point this out during our sales process? Aren't levels 3 and 4 what all our clients are actually paying for when they engage us?

Jon Gornstein is the founder and president of *Persona* GLOBAL, an international industry pioneer in the practice of change leadership. Based in Sausalito, California, the company has just released Game Plan Mobile, an expert system soft ware application, available for Apple iPads and Android phones that enables the user to further sharpen sales fluency and personal communication skills.

