Begin With The End In Mind

Beginning with the end in mind means starting with Level 4 of the Kirkpatrick Four Levels of Evaluation:

- **Level 1 – Reaction**: Evaluating the trainee’s reaction to the training experience
- **Level 2 – Learning**: Evaluating the amount and depth of the learning
- **Level 3 – Behavior**: Evaluating the trainee’s ability to apply what was learned over time
- **Level 4 – Results**: Evaluating the effects on the business or environment resulting from the trainee’s performance

Most trainers are familiar with the Four Levels of Evaluation and traditionally we start at Level 1 and work our way up to Level 4 in our training designs. In 2011 Donald and James Kirkpatrick surprised the training industry by expanding on the Level 4 Evaluation, explaining that we need to start with Level 4 rather than Level 1. The went on to explain that we need to first identify what does success look like for the stakeholders, how do we apply metrics to measure that success, and how do we build a chain of evidence for the results using Levels 1, 2 and 3?

The new Kirkpatrick model expands beyond the training room and focuses on the business partnership between training professionals and business leaders. It focuses on an evidence-based methodology, providing support and accountability for follow-up on performance improvement between managers and employees.

Beginning with the end in mind sets the goal for the end result which is Human Performance Improvement.