

Chain of Evidence Training Event Evaluation

Chain of Evidence

Client: **Client's Name**
Client Sponsor: **Sponsor's Name**
Training Course: **Course Name**

This is your Chain of Evidence pack that we produce for you so that you can understand your return on investment.

For each and every training event we use Kirkpatrick's 4+ level model of evaluation. Developed in 1953 by Donald Kirkpatrick, this evaluation model has stood 'the test of time'. The 4 levels of evaluation are;

- Level 1: **Reaction** (Feel) What were the learners' first impressions of the learning?
- Level 2: **Learning** (Know) How much did the learners learn?
- Level 3: **Behaviour** (Do) To what extent has the learning been used?
- Level 4: **Results** (Numbers) How did the behaviour affect the results?
- Level 5: **Sponsor** (Align) What 'observable change in performance' has been achieved?

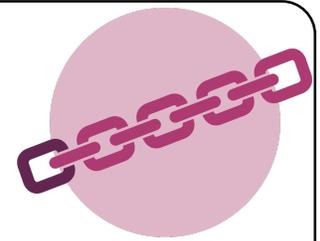
Contents

Your Chain of Evidence is split into the following parts:

1. Executive Summary
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5. Level 4 – Results
6. Level 5 – Sponsor
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8. Appendix: Attendance forms, Sticky Piece completion and summary of formed habits vs. ROI guarantee.

I. Executive Summary

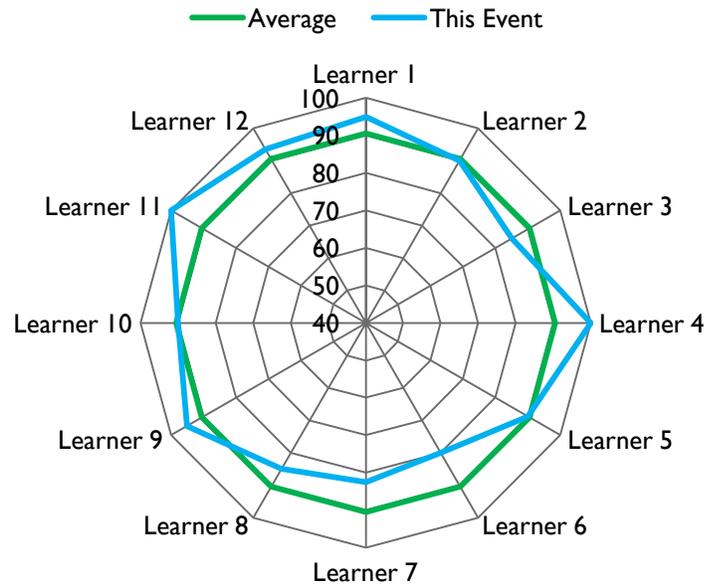
(Completed once the Chain of Evidence is complete)



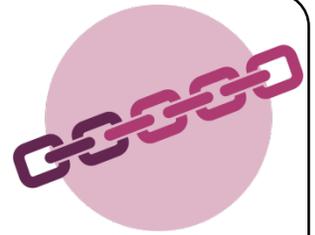
2. Level I – Reaction (Typical examples from a Time Management Programme)

At the end of the training event the learners were asked for their reaction.

- Number of attendees: 12
- Average score: 90.5/100
- MBM target: 87/100



Learner	Good because...	Better if...
Learner #1	Mammoth	No negative offered
Learner #2	4D approach and the Mammoth	Shorter day
Learner #3	Pomodoro. Stop everything apart from one piece of paperwork	No negative offered
Learner #4	Found myself doing small tasks and leaving big ones to last	No negative offered
Learner #5	The frog	No negative offered
Learner #6	4D approach, the frog and prioritizing	No negative offered
Learner #7	4D approach and prioritizing	No negative offered
Learner #8	Everything	Lunch could be better
Learner #9	Why am I on payroll?	No negative offered
Learner #10	Why am I on the payroll? And the frog	No negative offered
Learner #11	The tutors style and approach to the long term	More Tea and Coffee
Learner #12	Pace and dynamic coaching approach	No negative offered



3. Level 2 – Learning (Typical examples from a Time Management Programme)

An evaluation questionnaire is emailed to the learners after 21 days asking them to evaluate how the training event compared to the learning objectives.

1. For the Time Management course there were 6 Learning Objectives that stated:
“By the end of this course you will be able to...”.

Please tell us whether the foundation course achieved the objectives.

Question	Yes %age
1. Identify why you are on the payroll	100%
2. Prepare and manage daily list of tasks prioritised according to KPIs	100%
3. Prepare and manage project list prioritised according to KPIs	100%
4. Identify what works and doesn't on your current Time Management system and how to improve	91.6%
5. Assess emails quicker and deal with them faster	100%
6. Email more effectively and reduce email conversations	91.6%
Average	97.2%
MBM Target	80%

2. To the question: “How likely are you to achieve your Individual Learning Objective”?:

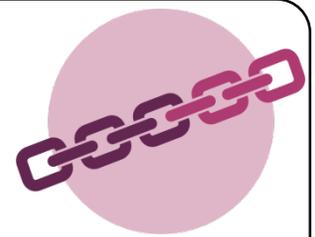
All agreed it was very likely to be achieved or to be met with some success.

3. Name 3 things that you have taken from the Time Management Foundation course:

A variety of techniques were named: Pomodoro, 4D approach, the Frog, the Elephant, turning email subjects into headlines. This shows that the learners' needs are different and the course addresses them.

4. To the question: “How much has your Time Management knowledge increased”?:

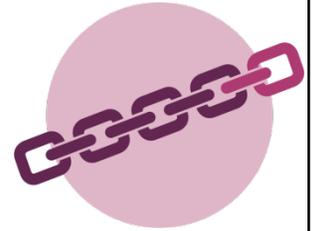
They all agreed it has increased greatly, given them a greater focus on their day to day tasks and how to deal with them. The techniques acquired in the course are being used on a daily basis.



4. Level 3 – Behaviour (Typical examples from a Time Management Programme)

An evaluation questionnaire is emailed to the learners 70 days after the training event, asking them how their behaviors have changed.

Name	% of ILO Achieved	Why?	3 Key Things	Other comments
Learner #1	70%	Using Pomodoro technique and focus on one thing at a time but still gets easily distracted	<ul style="list-style-type: none"> a. Pomodoro technique 70% of the time. b. Write clearer to dos. c. Break down big tasks 	Finds that just closing the door helps. People get the message!
Learner #2	70%	It's an ongoing process to improve lists and their daily management	<ul style="list-style-type: none"> a. Frogs and Stones b. Cabbage (flying from one item to the next) c. Elephant (avoiding large items) 	
Learner #3	60%	4Ds has helped her get through her day to day workload	<ul style="list-style-type: none"> a. Adapting to the ABC method. b. Don't look at emails as often. c. Breakdown big projects 	Has realised all emails are not urgent and do not need an immediate response
Learner #4	80%	Used some tools to tackle objective. Expects increased habit forming to make more of an impact in the next few weeks	<ul style="list-style-type: none"> a. Specific actions on each entry on task list b. Breakdown woolly mammoth c. Prioritise projects based on KRIs 	Feels he is making some progress
Learner #5	80%	Uses ABC daily, constantly updating it. Able to prioritise better	<ul style="list-style-type: none"> a. Using ABC lists effectively b. Prioritising better c. Writing things down instead of storing them in her head 	Thinks there is room for improvement as needs to use verbs more when listing tasks
Average	72%			
Target	80%			

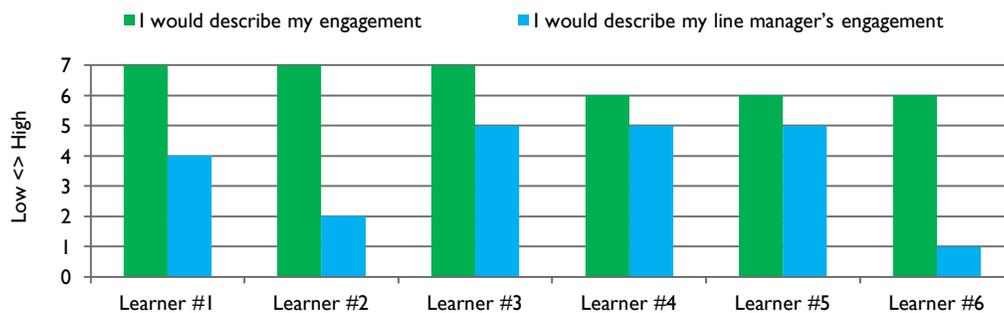


Level 4 – Results (Typical examples from a People Management Programme)

An evaluation is completed with the learners 180 days after the training event, asking them what results they have seen.

Average: Learner = 6.5 Line Manager 3.6

MBM Target: 6 or above



Examples of behaviours that have changed/added/deleted:

- **Learner #1:** I block out time in my diary to complete tasks and write reminders along the way in my calendar.
- **Learner #2:** I know focus on the customer rather than business capabilities. I use customers' needs to "pull" my argument.
- **Learner #3:** Asking what is the objective and challenging the team before we start work on a presentation/submission.
- **Learner #4:** I try to go further than the simple data analysis.
- **Learner #5:** I scope what are we trying to answer/sell and ensure that any presentation answers the questions and summarizes appropriate next steps.
- **Learner #6:** Prioritising by asking for a deadline and what is the objective of the meeting. Is it a good use of my time?

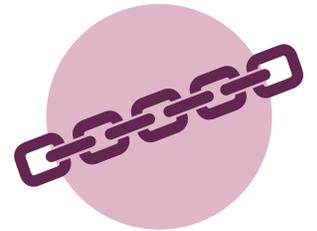
The results of the changing/adding/deleting behaviours:

- **Learner #1:** I feel more in control and less pressure to complete things, I have more time therefore I make less mistakes.
- **Learner #2:** Launching 4 new products that were centered around trading up existing customers.
- **Learner #3:** We are slicker in our approaching freeing up time to spend on other areas. More success and clarity on closing deals.
- **Learner #4:** I can add insights to the data and make sense of it.

- **Learner #5:** Displays clear understanding/vision of the category (builds trust).
- **Learner #6:** I spend more time focusing on the important projects, ones that will benefit the business and not just things I prefer to do.

Examples of the impact on the business from the behavioural changes:

- **Learner #1:** I am able to create insights quicker. [REDACTED] snacking brief turned around in a week.
- **Learner #2:** This is worth £1million at Christmas and a further £1.5 million at Easter.
- **Learner #3:** [REDACTED] supply 100%. Category sole supply. Plus plans to grow our sales line by 4%.
- **Learner #4:** We can explore new opportunities, thinking in advance instead of reacting when something goes wrong if we plan ahead.
- **Learner #5:** [REDACTED].
- **Learner #6:** Focused on [REDACTED] Premium [REDACTED] project: business secured until 2019.



6. Level 5 – Sponsor

Yes, all three overall business objectives were achieved within the time frame agreed – with a rating of 2 exceeded and 1 achieved.

7. Recommendations

[Recommendations inserted here]

8. Appendix

[Files typically inserted]

