

HOW TO GET THE BEST ROI

From Training



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THE SALES
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COMPANY

4 STEPS TO EVALUATING TRAINING



01

Step One. Determine how trainees feel about program.

02

Step Two. Determine how much the trainees learn in the form of increased knowledge and understanding.

03

Step Three. Measure the changes in on-the-job behavior of the trainees.

04

Step Four. Determine the effects of behavioral changes on objective criteria such as production, turnover, absenteeism, and waste.

Source: Donald Kirkpatrick

4 STEPS TO EVALUATING TRAINING

You may be familiar with Donald Kirkpatrick's 4 Level Framework. Since the 1950s, this has given us a way to start an objective evaluation of our training programs.

We polled the audience of hundreds of HR professionals in attendance to Tom Abbott's talk on 'How to get the best ROI from training' at several HR events in Asia in 2015 and the majority of the respondents [91.6 percent] said their companies evaluate at least some of their learning programs at Level 1. Typically, trainees are asked to fill out evaluation forms at the end of a training program.

Questions that are asked most frequently are: How would you rate this program? What subject did you like the best? How would you rate the food? (We're not kidding!) As you can imagine, only 36% of respondents said evaluating at Level 1, had high or very high value. We can do better. Wouldn't you agree? MUCH better!

THE DEFINITION OF INSANITY

If as Einstein said, "Insanity: doing the same thing over and over again and expecting different results.", then insanity offers an explanation as to why many companies only evaluate at only Level 1. Here's another explanation. It can be difficult to imagine what Level 4 looks like. So let's go one step at a time.

BEST PRACTICES IN EVALUATING TRAINING

During our sessions at HR Summit 2015 and HRO Today APAC 2015, we asked delegates to brainstorm at their tables, as many ways they could imagine for evaluating their training programs at each of the four levels. Here are our favorite ideas:

#1 DETERMINE HOW TRAINEES FEEL ABOUT PROGRAM

How would you rate this program?

What was your biggest takeaway?

What action will you take now?

How was the trainer?

How were the materials?

#2 DETERMINE HOW MUCH TRAINEES LEARNED

Determine what you want trainees to learn.

Ask pre-training questions followed by post-training questions

Observe them demonstrating the new skill learned

Hold sharing sessions where they train others

#3. MEASURE TRAINEES' BEHAVIOURAL CHANGES

Determine how you want trainees to behave (autonomous, confident, motivated)

Pre-training observation followed by post-training observation

360 degree feedback (clients, peers, self, supervisors)

#4 DETERMINE EFFECTS OF BEHAVIOURAL CHANGES

Improved marketing (brand awareness, market penetration, market share)

Increased productivity (downtime, efficiency, output, wastage)

Improved customer satisfaction (repeat business, referrals)

Increased sales (profit margin, receivables, revenue)

HOW TO GET THE BEST ROI FROM TRAINING

In our work delivering sales training programs to organisations throughout Asia Pacific, adopting a coaching approach helps companies get the best ROI from training programs. Coaching helps trainees gain insight, design action and accountability. Here are 5 tips for making coaching work in a team environment after training programs:

1. Schedule a group coaching session shortly after the training to debrief trainees.
2. Subsequent group coaching sessions should focus on one specific training topic.
3. Ask trainees about improvements. What's better? How did they do it? What's the effect?
4. Encourage goal-setting and commitment to action. What will they change next?
5. Schedule the next group coaching session. Focus on another training topic. Repeat.

“

Intellectual growth should
commence at birth and

**CEASE ONLY
AT DEATH”**



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