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For Immediate Release

Implementing the Four Levels

A Practical Guide for Effective Evaluation of Training Programs

By Donald L. Kirkpatrick and James D. Kirkpatrick

“Implementing the Four Levels will undoubtedly prove to be a cherished and well used tool throughout the Learning and Development community...trainers, designers, training managers, and training executives will all benefit from its action-oriented design and approach to Don’s timeless measurement principles.”

—Jim Hashman, Division Director, Sales Learning and Development, Comcast University

Don Kirkpatrick’s Four Levels model has long been the industry standard for determining the effectiveness of any training initiative. The Four Levels have been adopted by scores of businesses, nonprofits, and government agencies.

Now, in *Implementing the Four Levels*, Don and Jim Kirkpatrick draw on their decades of collective expertise to offer practical, time-tested advice for putting the Kirkpatrick model into practice. Designed as a companion volume to *Evaluating Training Programs: The Four Levels*, this new book is a concise, hands-on guide to each step of the process. It begins with a comprehensive list of the ten requirements for an effective training program and shows how to ensure that managers at all levels take an active role in determining training needs and evaluating Levels 3 and 4, Behavior and Results. The book then details how to implement each of the four levels, drawing on the most relevant tools and case examples from *Evaluating Training Programs* and including illuminating commentary from Don and Jim Kirkpatrick. The book concludes with a chapter on how to make the most compelling presentation of your findings.

Donald L. Kirkpatrick is Professor Emeritus of the University of Wisconsin, is a consultant, and is the author of eight books, including *Evaluating Training Programs: The Four Levels* and *Managing Change Effectively*. He is a past president of the American Society for Training and Development (ASTD), and in 2004 he received its highest award, Lifetime Achievement in Workplace Learning and Performance.

James D. Kirkpatrick is Vice President of SMR (Specialist Management Resources) USA. He is the coauthor, with Don Kirkpatrick, of *Transferring Learning to Behavior* and the third edition of *Evaluating Training Programs*.

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*“Unless training directly addresses an organization’s need, and unless the training professional can prove this with ‘evidence,’ the value of the program (or entire training department) may be missed. What better authors to address this than Don and Jim Kirkpatrick, as they do in **Implementing the Four Levels.**”*

—Allison A.S. Wimms, Senior Training and Development Specialist, Johns Hopkins HealthCare LLC

*“Don and Jim get to the heart of evaluations in...**Implementing the Four Levels.** Their insights on management buy in tactics, and many practical examples on how to execute comprehensive level three and four evaluations are truly invaluable. As no industry dynamics are exactly the same, I found the flexibility of options/tools/resources around learning evaluations to be credible and comprehensive.”*

—Barbara Hewitt, Executive Director, MGM Grand University

“Without Kirkpatrick’s Four Levels, we would all be flying blind! Don’s new book is another very important addition to our evaluation body of knowledge and will provide very practical solutions to your evaluation program. If you do not have a viable evaluation program yet, this book will also help you get into the game!”

—Christopher R. Hardy, Ph.D., Director, Strategic Planning & Customer Relationship Management, Defense Acquisition University

*“Don and Jim Kirkpatrick have once again stepped up to help learning organizations address their measurement needs. Their new book, **Implementing the Four Levels**, takes their previous research to new heights. Organizations can now much more efficiently implement evaluation solutions in practical ways.”*

—Kent Barnett, President, Knowledge Advisors

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