

Appendix 1 Leadership Development Programme – Evaluation Framework

	Extended Kirkpatrick Levels	Evaluation Task	Evaluation Method
Before the Programme	<p>Pre-level: Needs Assessment To identify appropriate learning needs at individual and business/organisation levels.</p>	Participant / Manager self assessment dialogue based on outcomes and expectation measures to create the baseline for: needs analysis, expectations, and motivation.	<ul style="list-style-type: none"> - Skills/needs audit - Participant/Manager dialogue sheet– Part 1 (self evaluation) (Before and after scales) - Participant/Business profile data.
During the Programme	<p>Level 1: Reaction To assess how participants react to the training and to identify learning and improvements.</p> <p>Level 2: Learning To what degree participants acquire the intended knowledge, skills, attitudes, confidence, and commitment based on their participation in the leadership training programme.</p>	<p>Course feedback to gather user perception on enjoyment, usefulness, difficulty, programme improvements.</p> <p>During programme personal reflection and evaluation of learning.</p> <p>Assess and review expectations mid-way.</p>	<ul style="list-style-type: none"> - Active review and evaluation exercises at end of each module. (Tools 3, 4, 5) - Training evaluation at end of each module (Tool 1) - H Form for evaluating whole programme at end (Tool 2)
After the Programme	<p>Level 3: Behaviour To what degree participants apply what they learned during training when they are back on the job.</p> <p>Level 4: Impact To what degree targeted outcomes occur as a result of the Leadership Development Programme. What are the individual benefits? What are the business/organisation benefits? What are unplanned outcomes and benefits?</p> <p>Level 4a: Return on Expectation and Investment To explore how the Leadership Development Programme represents good value in terms of meeting expectations, costs and benefits.</p>	<ul style="list-style-type: none"> • Personal reflection and evaluation. • Application of organisational measures using existing performance indicators. • Post programme Participant/ Manager dialogue based on before and after measures of individual/ business expectations. • Quantification of benefits identified in Level 4 discussions. • Monitoring of course costs. 	<ul style="list-style-type: none"> - Participant/Manager dialogue sheet– Part 2 (self-evaluation) (Before and after scales) - Sample of Participant/ Manager dialogue (external evaluator) - Case study examples of participant/manager/business learning stories. - Impact Map – Quantitative Analysis Tool (Tool 5)