



# REAL WORLD TRAINING EVALUATION

Navigating Common Constraints  
for Exceptional Results

PATRICIA PULLIAM PHILLIPS and JACK J. PHILLIPS

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Patricia Pulliam Phillips and Jack J. Phillips

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PRESS

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ATD Press is an internationally renowned source of insightful and practical information on talent development, training, and professional development.

ATD Press

1640 King Street

Alexandria, VA 22314 USA

Ordering information: Books published by ATD Press can be purchased by visiting ATD's website at [www.td.org/books](http://www.td.org/books) or by calling 800.628.2783 or 703.683.8100.

Library of Congress Control Number: 2015953307

ISBN-10: 1-56286-907-8

ISBN-13: 978-1-56286-907-6

e-ISBN: 978-1-60728-218-1

**ATD Press Editorial Staff**

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Text Design: Iris Sanchez and Maggie Hyde

Cover Design: Iris Sanchez

Printed by Data Reproductions Corporation, Auburn Hills, MI



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# Is your program ready for the real world?

Real world evaluation is a balance between art, science, accuracy, and cost. To set your program up for success, you need to start the measurement and evaluation journey with a clear destination in mind.

In *Real World Training Evaluation*, Patti and Jack Phillips hone in on ROI in learning and development and outline a clear pathway to seamless and credible evaluation. Learn to avoid real world barriers that commonly get in the way of talent development initiatives. Earn the respect of senior management by showing bottom-line impact, including ROI. And start describing program successes in quantitative, qualitative, financial, and non-financial terms to win over crucial stakeholders.

By demonstrating program results, you can help your organization link its human capital investment to operational excellence and sustainability. *Real World Training Evaluation* offers the directions and tools to get you there.

## Praise for This Book

"*Real World Training Evaluation* will help demystify the fundamental evaluation process and set forth achievable steps for building a productive evaluation practice within your own organization. One of the hardest things to convey about real evaluation is what it takes to be successful and this book nails it!"

—Scott Frasard

Global Manager, Training Measurement and Evaluation, eBay

"Evaluation is one of those necessary tasks that are required to justify the worth of our training programs. If you are looking for a book in a conversational format that is easy to read and understand, I highly recommend *Real World Training Evaluation*. This book is a must-have for seasoned and new practitioners that addresses evaluation scenarios that occur in the workplace."

—Deborah Colvin Wilson

Director, Organizational Development and  
Consulting Services, Georgia State University

"Rarely can a rigorous discipline or framework accommodate all the scenarios and daily challenges that arise in practice. *Real World Training Evaluation* provides a detailed road map to help you navigate the detours and take you from the launch of a training initiative to reporting its ROI. The insights in this book are an invaluable addition to anyone's toolbox!"

—Paul Leone

Senior Measurement Consultant, Verizon

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