

Hi, I'm Deborah Stone. And I'm Steve Villachica. We're with DLS Group in Denver. We are road warriors with on the evaluation battlefield with the scars to prove it. We've been conducting automated web-based evaluations that go from level one (attitudes about the training) to level 5 (return on investment)—and beyond. =You don't have to get the same scars we have. And you can ensure your evaluation is a success. Here goes.

### **Automated Web-Based Evaluation: Levels One to Five and Beyond The Top 10 Ways to Ensure Absolute Failure**

1. Start your evaluation **without** the support of an executive sponsor and other stakeholders. But if you do, don't ask them which questions they want answered.
2. Ignore the IT staff—you don't need them anyway.
3. Automate processes before they are solidified—that way you'll get lots of bad data even faster.
4. Send out surveys with big graphics and tables that load slowly and take an hour to read.
5. Blindly believe that post-tests that look like the SATs actually measure required job skills—after all, we've been doing that all along.
6. Don't survey supervisors, coaches and managers because you can always count on their support for the OJT effort, anyway.
7. Don't collect hard data because you've alienated everyone who could give it to you.
8. Claim that any impact is **solely** a result of the training.
9. Create evaluation reports that are so heavy and dense that you need a Sherpa to distribute them—along with a thousand sets of reading glasses.
10. Blame your predecessor for a negative ROI—then create even more training.