**Learning is a Process  
A guide for training design and evaluation**

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| Too often we focus only on the learning event itself—preparing presentations, materials and activities, but do not consider preparing for the long-term impacts of our training. This list offers critical factors to consider before, during and after training that help to ensure lasting impacts. As such, they function as aspects to explore in training evaluation. Many of these have been identified as common factors that can limit the success of training if not attended to. |

**Before learning events**

Gaining senior management support for training

Gaining direct manager support for the importance of the intended learning outcomes

Motivating learners by showing relevance and benefits

Making sure learners and managers are aware of prerequisite skills and knowledge

Generally, gaining buy-in at all levels for the importance of any training initiative

**During learning events**

Being clear about the intended learning outcomes

Ensuring learning assessments and activities are in alignment with the intended learning outcomes

Ensuring learners review prerequisite knowledge

Demonstrating relevance of learning by examples

Offering enough opportunities to practice new skills and produce evidence of learning

Providing enough feedback on performance

Preparing quality learning resources to use during training

Scheduling training at convenient times

**After learning events**

Learners are held accountable for applying learning

Incentives are in place for applying learning

Low-risk opportunities are available for practice

Managers are prepared to coach or monitor learners on the application of new skills

Learners have access for resources to refresh their knowledge

Learners have access to other participants and trainers for questions

Pressures to be efficient are not allowed to prevent application of new skills

(For several items in the list, see Brinkerhoff, R.O (2006), *Telling Training’s Story: Evaluation made simple, credible, and effective*, Oakland:Berrett-Koehler Publishers.)