Success and Disappointment Analyses (Tool 11b)

A.	Get data collection commitments from participants during the training delivery and from the client during the needs assessment presentation.
B.	Get data from participants closest to the work situation first, then verify with managers, or experts as appropriate.
C.	Make the success and disappointment analysis part of the training design.
D.	Confer with the client or other sources up front on planning the following questions to be addressed.

- Given the specific type of training and the focus for execution and business outcomes, what kind of performance issues should be included in the success analysis? In the disappointment analysis?
- Would a random sample be best to determine who to include in collecting the success and disappointment data, or is there a compelling reason to look at specific groups of people?
- How many (or how few) people should we target?
- What is the most appropriate timing for collecting the data?

Questions to ask the group involved in the success analysis	Questions to ask the group involved in the disappointment analysis
1. What new habits have you practiced or observed since training? Why is this happening?	1. What old ineffective habits are you still practicing or observing since the training? Why is this happening?
2. What top two or three relevant performance achievements did you experience or observe that were targeted by the training?	2 What top two or three performance results should have happened that did not happen?
3. Specifically, how did the achievements benefit the individuals and the team?	3. Specifically, what prevented the hoped-for results from happening?
4. Specifically, how did the achievements contribute to the organization's mission, goals, or key business indicators?	4. How important is it to the team that this be corrected?
5. To what extent did the training contribute to the achievements and the business outcome?	5. Specifically, what can be done to correct the situation and achieve success?
6. What is the confidence level (0 to 100 percent) with the results data? *(Ask this when estimates of results are provided.)*	6. Specifically, what are you willing to do to help the correction succeed?
7. How likely is it that the achievements would have occurred without the training?	7. If the corrections are made as suggested in your responses to #4 and #5, what is the likelihood it will succeed?