



# The Bite

## Weapons of Mass Evaluation

With increased professionalism within L & D functions our clients, more than ever, are looking to demonstrate the return on investment in training. We all know that evaluation at the higher levels of Kirkpatrick's model (Behaviour and Results) can be difficult to measure and certainly suffers from "interference" (can you attribute the result to the training or was it the new marketing campaign?). This woolliness has led some people to believe that evaluation is a blunt instrument in the L&D arsenal.

However, as we help our clients develop their approaches to evaluation, we see many benefits that

*"You get what you inspect, not what you expect."*

can be gained from the unique nature of training measurement. Not least the fact that, in many cases, the biggest improvement in results is not based on *how* you measure; it is based on the fact *that* you measure. Psychologists are familiar with the *demand characteristics* and *experimenter effects* of research and experimentation. People adapt their behaviour due to either the influence of the experimenter, the knowledge that they are being measured or through either consciously or subconsciously attempting to influence the results.

Translate this to the workplace and it supports the old Naval saying that "You get what you inspect, not what you expect".

Elton Mayo in his experiments at the Hawthorne Works (1924 -32) noted how the very act of paying attention to people contributed to an improvement in performance. We will continue to work with clients to sharpen up evaluation because, as Robert de Niro says in *The Untouchables* "You can get a lot further with a kind word and a gun than you can get with a kind word", but let's not underestimate how far a kind word and, for that matter, an interested ear can get us in ensuring learning is applied and performance improved.

### Quote, unquote

Before you criticise someone, you should walk a mile in their shoes. That way, when you criticise them, you're a mile away and you have their shoes.

### The Zen of Sarcasm

Son, if you really want something in this life, you have to work for it. Now quiet! They're about to announce the lottery numbers

### Homer Simpson

Success is how high you bounce when you hit bottom.

### General George Patton



### Our Team

- Ruth Benson
- Rob Conolly
- Sonia Henman
- Paul Hodder
- Susannah Rastall
- Budge Rogers
- Peter Such
- Shirine Vincent

### Are you interested in evaluation?

One of our clients is currently researching evaluation for her CIPD qualification. We are working with her to develop a survey — if you would like to take part and get a copy of the results please contact us on [survey@bitesizelearning.co.uk](mailto:survey@bitesizelearning.co.uk)

*Is it bad luck to be superstitious?*

We would love to talk to you; please contact Paul, Rob or Shirine on the number below.

Contact us:

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## BiteSize Programmes 2010

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We also design bespoke programmes to address any unique needs your Company may have.

## Wash away your doubts ...

A University of Michigan study, published in American magazine *Science* shows that washing your hands removes doubts about recent decisions.

In this study, participants were asked to choose 10 CDs they would like to own from a selection of 30 and then asked to rank them in order of preference from 1 – 10. Following this, they were asked to participate in a seemingly unconnected survey of liquid soap. Those that tested it by washing their hands were subsequently much more likely to be satisfied with their original CD choice than those who had merely examined the bottle. The authors of the study concluded that washing can cleanse us from concerns about past decisions, reducing the need to justify them.



Can we use this information to eliminate worries about key decisions in life or to reinforce desired behaviours? Can we embed learning by asking course participants to wash their hands immediately after writing action plans? Or would this move from hand washing to brain washing?

## Origins and Meanings

Language and communications are constantly evolving and becoming more complex. As an illustration of how language changes we thought you might be interested to learn that:

**The bitter end** – the Bitt is a wooden post on a ship's deck for a rope. When you get to the 'bitter end' there is no rope left. Although some say the saying is a victim of CANOE the *Committee to Ascribe a Naval Origin to Everything!*

**Put a sock in it**— this is from the days when wind-up gramophones used a horn to amplify the sound from the needle on the record; the common way to control the volume was to put a sock in the horn.

**Bury the hatchet**—from the native American Indian custom, as required by their spirit gods, of burying all weapons out of sight while smoking the peace pipe.

## Win or Snooze

**C** heapest  
**A** vailable  
**T** echnology  
**N** arrowly  
**A** voiding  
**P** rosecution



While good organisations aim to BAT and use the Best Available Techniques, others CATNAP and do the bare minimum.

## Free training event

We are again offering learning and development professionals the chance to learn more about our programmes by offering a free sampling session on **Wednesday 7th July** in the City.

Come and join us for sticky buns and refreshments and a chance to network with other L&D professionals — for more details about our free taster and an invitation to attend please email [Susannah@bitesizelearning.co.uk](mailto:Susannah@bitesizelearning.co.uk)