

Hello! This is Will Thalheimer, the creator of LTEM (the Learning-Transfer Evaluation Model).

It's now been five years since LTEM was published (It's still available here: <https://www.worklearning.com/ltem/>). It's time to catalog the various ways that organizations are utilizing LTEM—from tiny to large, from successful to unsuccessful uses of LTEM.

I created this brief set of questions to gather information to help learning professionals around the world gain wisdom from lessons learned. I will share what we've learned together, through reports, articles, webinars, and/or conference sessions. I may even incorporate what I learn into a future book on learning evaluation.

Of course, all data is confidential and I will only reveal identifying information if you give me permission!

If you or your organization have utilized LTEM—even if you've only reviewed it for possible use—please share your experiences by answering the following questions.

Survey Monkey estimates that this will take you 16 minutes to complete, and it may, but it may take you more time depending on how much you write.

= Will Thalheimer, Creator of LTEM

Your Background Information

To get started, I need to ask a few background questions to help me make sense of your later responses. DON'T WORRY, I will NOT share any identifying information unless you explicitly give your permission!

* 1. Your Name (First and Last Please)

* 2. Your Preferred Email Address (NOT Published)

* 3. Your Organization

*** 4. Your Location**

- Africa
- Antarctica
- Asia
- Australia/New Zealand/Oceania
- Europe
- India
- Mexico/Central America/Caribbean
- Middle East
- Pacific Islands
- Russia
- South America
- United Kingdom/Ireland
- United States/Canada

*** 5. Your Role and/or Job Title**

Your LTEM Experience

Before I ask for your story of how you used LTEM, a few general questions to begin with.

*** 6. What is your experience using LTEM?**

SELECT ALL THAT APPLY, but only select items if they are fully true for you.

- LITTLE OR NO experience using LTEM.
- ONLY REVIEWED LTEM for possible use.
- Used LTEM to REFLECT on current evaluation practices.
- Used LTEM to COMPARE current evaluation practices to possible additional practices.
- Used LTEM to PLAN for future learning-evaluation efforts.
- Used LTEM to IMPROVE learning evaluation-efforts.
- Used LTEM to plan a BACKWARD CHAIN of evaluation starting from the ultimate results of learning (Tier-7 and/or Tier-8).
- Used LTEM to CREDENTIAL learning programs and/or events.
- Used LTEM to CREDENTIAL LEARNERS on their success or progress.
- Used LTEM to encourage IMPROVED LEARNING DESIGNS.
- Used LTEM to SUPPORT CONVERSATIONS within learning teams.
- Used LTEM to enable BETTER COMMUNICATION with key organizational stakeholders.
- Used LTEM to NEGOTIATE EVALUATION approaches with key stakeholders.
- Used LTEM to NEGOTIATE LEARNING approaches with key stakeholders.
- Used LTEM to COACH people on learning EVALUATION.
- Used LTEM to COACH people on learning DESIGN.
- Used LTEM to EDUCATE people on learning EVALUATION.
- Used LTEM to EDUCATE people on learning DESIGN.
- Used LTEM for MYSELF to improve my performance as a LEARNING PROFESSIONAL.
- Used LTEM to keep SALES CONVERSATIONS focused on meaningful outcomes.
- Used LTEM for MYSELF to improve my PRESENTATIONS.
- Used LTEM to ALIGN myself to industry best practices.

*** 7. What is the most common way you use LTEM?**

SELECT ONE.

- For my organization.
- For client organizations.
- For both about equally.
- I teach others about LTEM.
- I coach others about using LTEM.
- I do NOT use LTEM, or do not use it much.

*** 8. In your organization, what is the general REPUTATION of LTEM?**

SELECT ALL THAT ARE TRUE.

- I work ALONE, so this is not relevant.
- Most people do NOT know about LTEM.
- Most people only know a LITTLE about LTEM.
- Most people are SKEPTICAL of LTEM.
- Most people are OPEN to learning about LTEM.
- Most people are ENTHUSIASTIC about LTEM.
- Most people are ADVOCATES of LTEM.

Your LTEM Story

On this page, I'm going to ask you to tell YOUR LTEM STORY. If you are using LTEM in more than one way or for different groups or for different learning programs, that is fine, but select the most important story to share.

*** 9. ORIGINAL PURPOSE.**

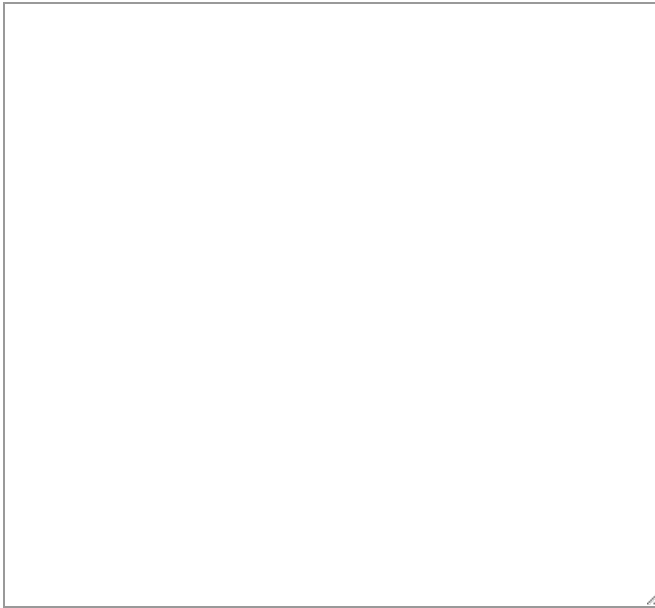
What was your original purpose for beginning to use LTEM? As you were beginning, how did you think LTEM might help?



*** 10. USING LTEM.**

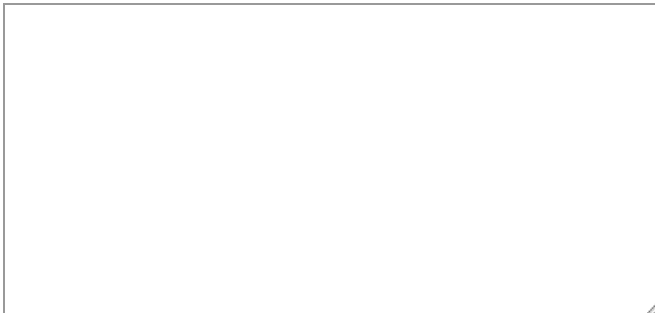
How did you and your organization use LTEM? This is where you share your LTEM story.

SOON AFTER** this question, we'll ask you about your stakeholders, what impacts LTEM helped create, and what your organization's plans are for future LTEM use. Here, just focus on **HOW LTEM WAS USED.



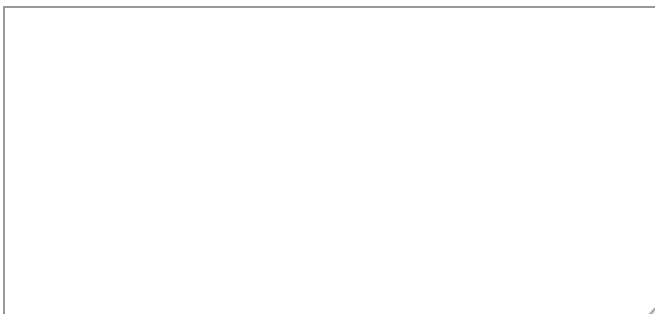
*** 11. KEY PLAYERS.**

Who were the key players in using LTEM? I am NOT looking for names here, but roles (for example, "our chief learning officer, the person responsible for learning evaluation, one of our elearning developers").



12. OTHER STAKEHOLDERS.

Were other stakeholders involved or important? If so, who was involved and why were they important? Again, I am looking for roles, not people's names.



*** 13. LTEM POSITIVE IMPACT.**

What positive impact did LTEM enable, if any?



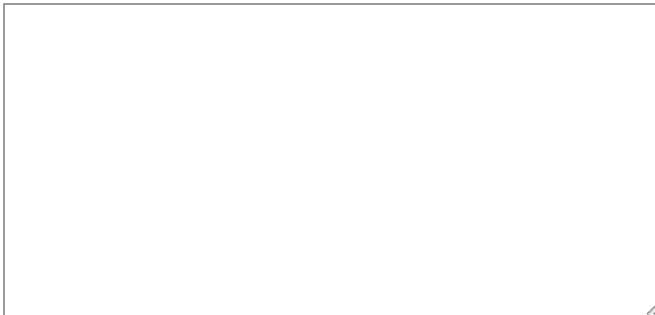
*** 14. LTEM NEGATIVE IMPACT.**

What negative impact did LTEM elicit, if any?



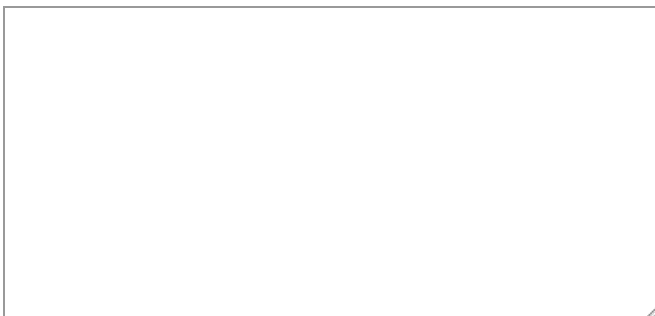
*** 15. LTEM SURPRISING IMPACT.**

What surprising effects did LTEM create—either positive or negative—if any?



*** 16. OVERALL IMPACT OF USING LTEM.**

Please summarize the overall impact of using LTEM in your organization up to this point in time.



17. FUTURE PLANS FOR USING LTEM, if any.

What further plans does your organization have for using LTEM?



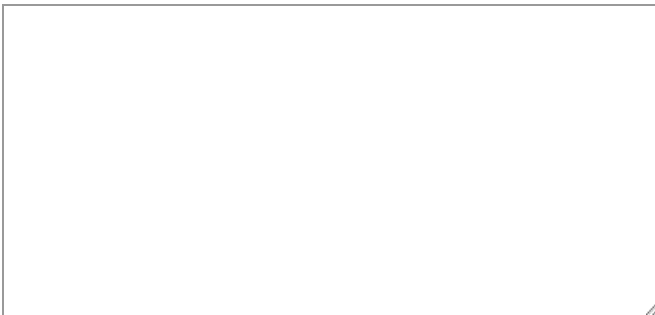
*** 18. STAKEHOLDER REACTION.**

How have stakeholders responded to the use of LTEM?



19. MAKING RESULTS QUANTIFIABLE.

What are the quantifiable benefits of using LTEM? Most organizations don't track the quantifiable impact of doing learning evaluation itself—so don't beat yourselves up—but if there's anyway to quantify or make visible the impact of using LTEM, please share both the positives and negatives.



20. ANOTHER STORY?

I asked for one LTEM Story. If you like, you can add other ones here.



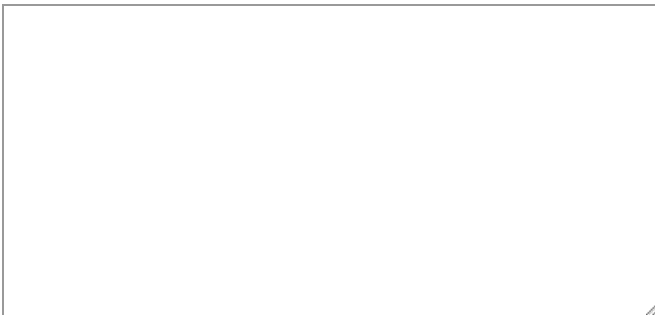
21. WHAT ELSE TO LEARN ABOUT LTEM.

What else would you like to learn about LTEM?



*** 22. YOUR RECOMMENDATION.**

Would you recommend LTEM to other organizations? What, if anything, would you say to other learning professionals about LTEM?



23. SUPPORTING DOCUMENTS

If you have any supporting documents, feel free to share them. Please include a COVER PAGE, clearly marked as such, letting me know what I am seeing.

- What documents are you sharing?
- How do you use them?
- What do you use them for?
- Why are they valuable?
- Should I keep these strictly confidential?
- Who are you?
- How can I contact you?

Note that I will NOT steal your documents and portray them as mine. I will ask you for permission to share. However, knowing human cognition as I do, I should make you aware that if I see a good idea or a pattern of good ideas across many submissions from many people, I may want to share that good idea with others. I may also unintentionally generate ideas that result from reflections on all these documents and survey answers. In such cases I am likely to lose track of the sources of these inspirations. I may not even be aware that answers and submissions planted the seeds of my future ideas and creations. I tell you all this to manage your expectations--to let you know about the real possibility that I may not cite your work or answers. I ask you to grant me some grace in all this.

Choose File

Choose File

No file chosen

24. LTEM IMPROVEMENTS?

Before it was published in 2018, LTEM had gone through 11 rounds of significant improvement as I reflected and got feedback from experts and knowledgeable practitioners in the learning-and-development field. Later in 2018, it was improved again in version 12.

One of the purposes of this LTEM Story effort is to seek ideas for improvement. Please share your ideas for how LTEM could be improved. Consider the one-page framework itself and the accompanying report. Consider also what might be missing? What other supports might be helpful? Should I write a book about LTEM, or learning evaluation in general? Have you developed any tools that help you implement LTEM that you're willing to share?

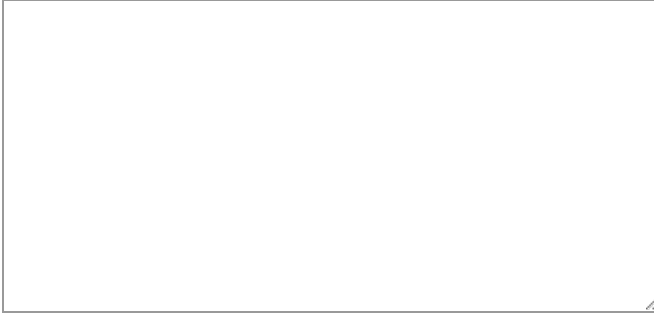
I have a few ideas already for how to evolve LTEM, but I want to wait to hear from you and others before I go and make changes.

Thank you in advance for any advice you can provide!

25. WANT HELP?

I am a consultant and speaker. I work for TiER1 Performance. We are a performance-improvement company, helping organizations activate their business, operations, learning, and change strategies. Our mission is to help people do their best work and do that work in environments that are healthy, rewarding, and productive.

I am available as a consultant, speaker, and workshop leader. I focus on science-inspired learning design and learning evaluation. If your organization has a need and you want to discuss how I or my colleagues at TiER1 might be able to help, let me know.



* 26. Is it okay if I contact you to ask you more about your LTEM story?

- Yes
- No

27. OPTIONAL

Anything Else?

Anything else I should have asked about? Anything else you want to tell me? Any improvements you would suggest I make to this LTEM-Story-Collection effort?

