

# Kirkpatrick L1-L4 Planning Canvas

Fill this in with your sponsor, before Design begins. Every measure needs a data source and a human owner. If L3 or L4 come out blank, say so out loud — usually the business metric isn't actually tied to the behavior the training is meant to move.

	L1 — Reaction	L2 — Learning	L3 — Behavior	L4 — Results
<b>What we'll measure</b> <i>Name one specific measure per level. Not a category — a metric.</i>	<i>e.g., completion signal + one open-ended prompt</i>	<i>e.g., 3 scenario questions tied to the decisions</i>	<i>e.g., observable change in system logs / QA scores</i>	<i>e.g., the metric already on the sponsor's dashboard</i>
<b>How we'll capture it</b> <i>Data source, instrument, or system. xAPI statement ID if applicable.</i>	<i>In-course poll. xAPI statement: 'reacted'</i>	<i>In-course assessment. xAPI: 'answered / passed'</i>	<i>Source system. xAPI: 'performed' at 30-90 days</i>	<i>Reporting pipeline → sponsor dashboard</i>
<b>Who owns the signal</b> <i>A named human, not a team. Someone who'll still care in 90 days.</i>	<i>ID (first week)</i>	<i>ID + L&amp;D; lead</i>	<i>Team manager + analytics partner</i>	<i>Sponsor / business owner</i>

**Rail:** If two or more cells in L3 / L4 are blank, pause the project and renegotiate the scope with the sponsor. The program is unmeasurable as designed — that's a design decision you want to make on purpose, not by accident.