Turn your Training/Teaching Feedback into Cash: 20 Minutes to Insight

Transforming those overlooked, underutilized Feedback (aka Smile) Sheets into your secret weapon for strategic insight. Using the Strategic Feedback System to ensure you ask the RIGHT questions to steer your product in a more targeted direction so you can increase your sales and increase your price.

Rather than printing this whole paper, please take a minute and only print out the exercises and questionnaires on Pages 16-18.

[July, 2010]

Forward

Hello and welcome.

Do you want to make more money and have more time to spend with your kids? Would selling more products for a higher price help you do that? Would improving your product to better meet the needs of your target market help you charge more for it and wouldn't that help you in selling more products to others?

The thoughts behind this system come from what everyone is telling you: the internet marketing gurus, the guys that are so good at finding and exploiting a niche (i.e. business development and marketing), and the instructional experts, who are so good at creating instruction so that people learn and get value, value that is applied back on the job. If you put these two mindsets together, you'll develop great instructional products that sell, 'like hot cakes!' and you'll make scads of money.

Internet Marketing Makes $$ + Instructional Experts Make Exceptional Value

The internet marketing gurus out there are telling you to focus on your audience's deep-down needs... to create the situation where your audience just can't help themselves but buy your product. Similarly, the instructional experts will tell you to focus on the needs and 'the world' of your target audience. Here's a comparison of the similarities:

Internet Marketing Gurus

1. Will coach you to launch a survey to find out more about what your audience's primarily challenges or business pain points.
2. Will tell you to launch a product to create a larger list, while listening (and/or polling) for more needs...

Instructional Experts

1. Will suggest you do a 'needs analysis' to better understand what education your target audience requires.
2. (Then after-the-fact), will insist that you launch a Feedback Survey, to determine what your audience thought of the product.

So here's the catch: you don't have time for multiple surveys: business development, product development and product improvement.

Those internet marketing gurus don't tell you there is something that you are probably already doing that with a few tweaks will can get you the insight you need in order to double your business, and maybe even your price. If you cut down on the number of surveys, you can save time/money and get to 'the good stuff': creating and delivering what your audience really wants.

I'm assuming that you are someone who is marketing their expertise on the internet and you are either strongly considering or already selling instructional products (in-person seminars, workshops, webinars or teleconferences) AND if you have little or no formal background in instructional design, teaching or training. So, I'll simplify the thoughts in this paper by:

- Removing the 'instructor speak',
- Using the terms 'instruction' /'instructor' to apply to both teaching/teacher and training/trainer
- Using the term 'session' to apply to a lecture, course, seminar, webinar, teleconference or workshop.

The design point of this paper is to give you REALLY PRAGMATIC advice. Some practical things you can do today and where possible 'kill two birds with one stone'.

So, here's the Deal: take 20 minutes to read this paper (and do a few quick exercises) and you will walk away with an action plan to turn your feedback surveys into an easy way to get strategic information for product improvement and business development.

Introduction

Do any of the following sound familiar?

> You avoid collecting and analyzing feedback so you can just concentrate on your product.
>
> You know you should take a hard look at pulling together a set of good feedback questions, but you are pressed for time.
>
> In your mind, the value of the feedback after a session is somewhat questionable. But it is nice for your audience to say that you were a really good instructor. But you don't have time for too much ego stroking.
>
> Even if you were convinced that getting feedback was a good exercise, you are really not sure what the right approach and the right questions are.
>
> Your sessions seem to be doing okay, so if it 'ain't broke don't fix it!'

Those statements sound familiar, don't they? Well, be assured you are not alone.

Feedback can be an uncomfortable subject. Even seasoned educational professionals get uptight about feedback:

- Did the audience learn anything?
- Was what they learned what they NEEDED to learn?
- Did the content address their biggest problems or challenges?

Nobody enjoys hearing bad or should I say 'constructive' feedback. Constructive feedback is tough to take, especially when you've worked so hard to design an awesome product AND you do a great job teaching it. The first reaction most of us have to 'constructive' feedback is to be defensive. (I'll guilty of this: sometimes I just want to 'educate' my critics on why I laid out the material like I did OR why I didn't put in an explanatory diagram.) Don't worry it is normal to have defensive feelings. And why shouldn't we? Let's face it some people are absolutely brutal in their delivery of constructive feedback: it is more like criticism...and it can be painful and destructive.

When I was working on my certification, before I was allowed to teach a session in front of a live class, I had to teach in front of other instructors who assumed the 'roles' of students. (They assured me they only assumed roles that they had seen in a live session...) I'd deliver the session and then we'd go through a feedback process by reviewing the session step by step with all their comments, criticisms and suggestions. Some of these feedback reviews were close to two hours (i.e. longer than the session itself.). I learned (to try) not to 'sweat it' and to except 'what's done is done'. It took quite awhile not to dread these reviews. How did I get through these? I started to look to my peers (i.e. these mock students) as mentors and I looked at their feedback as insight. When they pointed out that I cryptically explained something, sometimes I was shocked! Sometimes I didn't execute on their suggestions or remedies, but with their feedback I gained insight on which concepts were difficult to understand. Then it became much easier to figure out how to simplify thoughts and messages and increase the understanding of my audience.

I know you 'get it': look at feedback as insight.

But, where do you start on crafting these feedback sheets or surveys?

Can you buy them?

The feedback sheets an attendee fills out when leaving a session are (lovingly) referred to as Ego Sheets, Smile Sheets or Happy Sheets because the 'traditional' feedback sheets are designed to get great responses and make instructors feel happy and leave with an inflated ego (or at least a smile on their face). While there are LOTS of online sources of templates and examples, the American Society for Training and Development charges a fee for a standard (what they call a Level 1) feedback sheet.

There is a school of thought from some in the instructional industry that typical Level 1 Feedback Sheets are useless... They gauge the reaction of an attendee directly after attending a session. The questions typically focus on how an attendee reacts to a specific aspect of the session delivery: content quality, instruction quality, did the session meet the stated objectives, overall satisfaction and value, instructor qualities, classroom environment and facilities. They don't measure if learning occurred and they don't give you the type of strategic information you need to change your instructional business.

Can you hire someone?

Several companies have been set up to collect and analyze feedback from courses, workshops, seminars, webinars, etc.

Let's be realistic: can you afford these guys? How much detail will they go into? Is all that information necessary? Will it tell you what you really need to know?

Can you copy something?

So what about plagiarizing that feedback form you filled out on a course 5 months ago? It must work for them??

But, it wasn't designed for YOU and YOUR business. You wouldn't copy someone's business plan verbatim, would you? Of course not!

But, hold on! There must be some way to simplify this.

Yes, there is an easier way... We'll get to that in a sec...

Instead of aiming for just smiles, I am going to ask you to aim for INSIGHT. Whatever feedback questions you ask need to give you some insight on some aspect that is important to your business.

Here's an insight example:

> Let's say you are paying for a room in a conference centre for your session. Wouldn't it be valuable to you to understand how your audience viewed the facilities you contracted and paid for? What if the room was uncomfortable or inadequate in some sort of fashion? Let's say the air conditioning broke down. How could you use that information?? If you were trying to negotiate a discount or refund, how valuable would it be to have that feedback from your attendees, your clients? Imagine the leverage that could have for you.
>
> Are some of those facilities questions appropriate for you? Maybe, maybe not. Here's the test: You need to ask yourself WHY would you ask any questions about facilities: would anything be done as a result? Will that feedback have an impact on your business?

You are thinking, "This is all great, but: "HELLO?" I don't have enough time to create content, let alone create a questionnaire. I'd really just like to be able to do some market research to see where to take my products next."

BINGO! You are right with me.

Let's get pragmatic... and let's get right to it! This system will help you *"**Find it, develop it & market it!**"*

Just one caveat before we start: If you ask for feedback, you need to be prepared to change your content or delivery based on what your audience (your customers) say. If you aren't prepared to make changes, then don't waste your audience's time filling out feedback forms.

The Strategic Feedback System:

I prefer to use feedback as a strategic tool: to improve the session/series and to collect valuable information that can impact instructional products, delivery and marketing.

Before I dive into the details on Strategic Feedback System, I want to give you a brief overview of the major steps or components or phases:

1. **Design Phase**: Getting answers to the right questions will ensure your turn your feedback 'smile sheet' into a strategic insight that will have an impact on your bottom-line.
2. **Collection Phase**: Convincing your audience to give you feedback versus ignoring your request. You could have the BEST questionnaire, but it will do you little good unless you have people giving you the information you need.
3. **Analysis Phase**: Avoiding analysis paralysis! The key is knowing what feedback to ignore and what feedback to address. Then knowing how to organize and simplify the feedback makes interpretation an easy task.
4. **Action Phase**: This phase concentrates on ensuring customer loyalty, increasing the marketability of your product (by a factor) and improving your product by leaps and bounds.

<u>The Feedback Lifecycle</u>

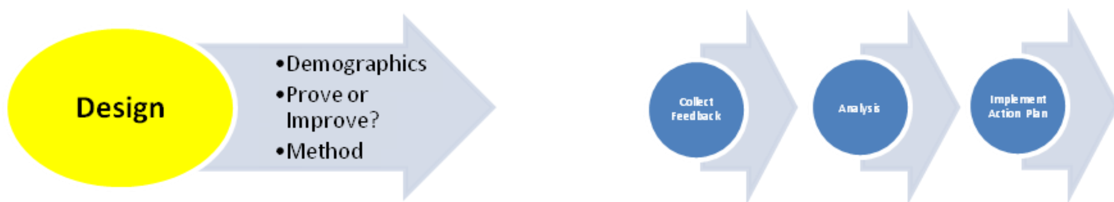
This paper introduces the Feedback Lifecycle and outlines the steps in the Design Phase.

Design

The intent of the Design phase is to design the feedback survey or questionnaire with the Right Questions...

"What are the right questions?"

The answer differs for everyone... and it may differ for you from time to time.



Step 1: Identifying your Audience Demographics:

A few years back I was looking at a number of completed feedback forms. I summarized them and was truly depressed. *"Yikes!"* I thought that most people learned a lot. How could this happen? I was sure that there were several people that said they learned a lot. What happened? Luckily a few folks had signed their feedback form and I was able to determine who said that they learned nothing (which impacted my averages). The folks that said they learned nothing were 'ringers': they were experts in the topic (and this was an introductory session, not a class for someone who was already an expert.) When I removed their feedback from my calculations, I saw that the averages that I was calculating truly reflected the responses from the average person in my target audience. From then on, I knew it was important to know your target audience and take feedback from others with a 'grain of salt'. (Having said that, the 'ringers' did have some very valuable suggestions.)

So, pay special attention to feedback from your target audience and apply a measure of healthy scepticism to other feedback. After all, you don't want to completely change your product for an audience you aren't targeting.

Knowing what demographic is commenting or evaluating can also help you with the market research. For example:

> If all the real estate agents (not brokers) are asking for an evening course on [insert topic here], then maybe you should offer an evening course exclusively for real estate agents (with custom examples, discussions...) designed specifically for them.

Add one or more demographic questions to your survey/questionnaire to help you understand 'where the feedback is coming from'.

Please take a minute and work through <u>Food for Thought: Step 1 – Identify Audience Demographics</u> in the Appendix that you have printed out.

Step 2: Determine WHAT questions you need to ask:

I'm not going to tell you what questions you should ask; rather, I'll give you an approach to help you determine what Strategic Information will make a difference.

Please take a minute and work through <u>Questionnaire: Step 2 - Identifying Your Strategic Topics</u> in the Appendix that you have printed out.

With the answers to the Strategic Topics questionnaire, you should have a good idea of WHAT the strategic subjects or areas that should explore (with your feedback questionnaire). Make sure you cover the concerns or interests of all your stakeholders.

List your strategic topics. You may want to organize them in a list or put them into a spreadsheet, such as:

Topic	**Stakeholder?**	**Prove/Improve?**	**Insight**	**Why?**
Bus. Dev't	Owner		-Identify opportunity areas -Identify delivery vehicles	
Marketing	Instructor or Designer	-prove as advertised -improve marketing copy		
Instruction	Instructor	-prove/improve instruction		
…				

Please take a minute and work through <u>Exercise: Step 2 – Stakeholder Reverse Engineering...</u> in the Appendix that you have printed out.

NOW, you need to decide HOW to ask the feedback questions. Chose from the major different types of questions:

- **Open Ended Question:** is a question that your audience can't answer with a 'yes', 'no' or any other one word answer. These questions will have a write-in response or answer. Use this type of question when you want insight or when you want to be able to quote someone.
- **Multiple Choice:** Is a question where your audience chooses the appropriate answer from a numerical scale or custom set answers.
    - Supplementing a multiple choice question with an optional write-in comment will assist in getting additional information/insight.

    - This is particularly handy if someone selects a negative option, this allows you to gain further insight into ‘why’ they felt that way.
    - In the exercise you just completed, consider the additional insight you could gain if there was an optional write-in comment.
- You don’t necessarily have to fill out a form or a spreadsheet, but here’s an example of how you may organize how you are going to determine your questions. If you organize like this you can quickly see if you have too many open ended questions.

Topic	**Type**	**Scale**	**Write-in Comment**
Bus Dev’t	Multiple choice	Custom	Optional
…			

Write your questions to prove or improve and gain insight on your topic using the type of question and scale you’ve selected. You may write your questions into a document so there are handy to cut and paste into an online survey. OR you may choose to ‘wing it’ and write your questions on the fly directly into a survey tool. Consider organizing your topics using a spreadsheet, as some online surveys want you to chose the question type before you type in the question.

Execution Secret: Selecting Response Scales

For questions such as, “O*n a scale of 1 to 10, where 1 is Poor and 10 is Excellent, how would you rate [insert your question here]?”*

What is the right number of response options?

- Using an odd numbered scale allows fence sitters. (If you had a passable session and used a scale of 1-5, you may get a number of 3s.)
- Using an even numbered scale makes people decisive.
- Selecting a large number of options makes the selection much more granular which may negatively impact results. (For example, if I thought the session was ‘very good’, I may give you a 5 on a scale of 1->5; however, I may give you a 9 on a scale of 1->10.)

Use standard Labels:

- 6 options: Excellent/Very Good/Good/Average/Below Average/Poor
- 5 options: Very Good/Good/Average/Below Average/Poor
- Yes/No
- Etc.

And customize labels or scales where possible. Labels such as:

- Very Useful → Of little Use,
- Very Interesting → Of little Interest,
- Good Use of [insert commodity] → Poor Use of [insert commodity]
- Etc.

Consider making your own scale. If you have too many open ended questions, you may be able to morph an open-ended question into a multiple choice by giving your audience a number of options. (Just be careful not to lead your audience too much…)

Execution Secret: Wording your questions

Craft your questions by:

- Keeping them simple and neutral. (No leading the witness!)
- Placing one thought or topic in a single question. Avoid using the word 'and'. For example a question such as, "Was the session delivered as advertised and did it meet your needs?", should be split into two questions.
- Including all options in your multiple choice responses. (Recently, I attended a webinar where they asked you what personal mobile device you used: iphone/ipad, blackberry or equivalent, or other. And then on the webinar they defined 'other' as some new up and coming technology that I had never heard of. They should have included a traditional cell phone in the mix!)

Please take a minute and work through Exercise: Step 3 – Thinking through Feedback Scales and Priorities in the Appendix that you have printed out.

Step 3 - Determine the Method of Feedback

Decide how you are going to collect the feedback: paper or electronic?

Paper may be the easiest method of collecting feedback if you are delivering a face-to-face session. Typically you will receive more participation this way. Beware of the caveats:

- It is more difficult to process hardcopy feedback because it is not in electronic.
- Some people will give you higher ratings in person because they have to look you in the face when they hand the feedback sheet in.

Electronic: E-mail or Web-based and after the fact considerations:

- Obtaining constructive (and negative) feedback is easier if you sending out an electronic questionnaire after the fact (especially if your attendees were remote). The attendees don't have to look you in the face.
- Processing feedback may be easier.
  - Some survey tools will calculate distribution of the multiple choice questions.
  - Softcopy comments are easy to organize and categorize later on. (Copy and pasting is MUCH easier than retyping all the comments!)
- Obtaining feedback may be more difficult.

Online Survey/Feedback Tool Options (not an exhaustive list):

  - Survey Monkey
  - Google Docs Survey
  - Zoomerang

Action Plan:

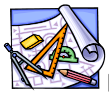
1. Decide whether you are going to **start from scratch or modify** an existing feedback questionnaire.

2. **Determine what you need to ask:**

    - **Identify Demographics:** add question(s) to gauge if your feedback participant is part of your target audience. This may be a quick 2 or 3 part question dealing with industry, job role & skill level.
    - **Decide on topics questions to help you 'Prove or Improve':**
        - Determining WHO needs to know and WHAT feedback is necessary.
            - Sanity check those questions by asking yourself WHY you need that information. What are you going to do with that information when you have it.
        - Determine what do you need to PROVE/IMPROVE in the following areas:
            - Session/product,
            - Marketing advertisement,
            - Session outsourcing, (facilities, logistics, etc)
            - Business development.
    - **Determine questions.**
    - **Select Method** of surveying: paper or electronic?
        - Are you limited in the number of survey questions? If you are, you may want to organize your thoughts and rank the topics by priority. (If you've organized your list of topics in a spreadsheet, consider adding an extra column for your ranking or priority.)

3. **Try this Design approach a few times:**

    - Aim for insight
    - Customize as much as possible
    - Revise as you see fit.



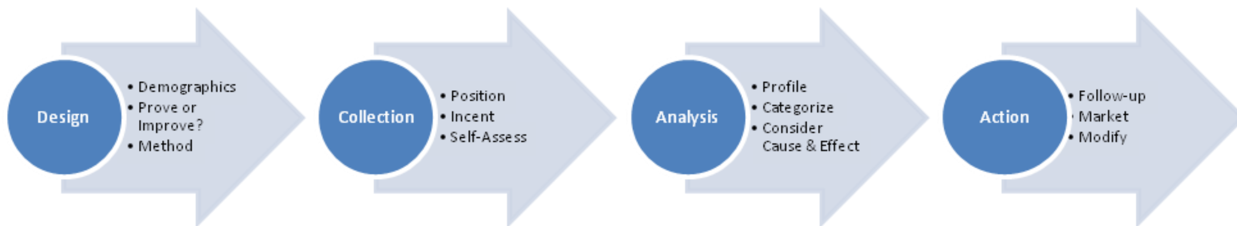
Blueprint/Formula

Here's my formula that works and why I like it:

- Identify **Audience Demographics** 1-3 questions: **industry, role, skill or experience**
    - **Rationale:** I need to be able to position feedback based on demographics. This way I can spot problems and trends. AND it lets me treat some feedback 'with a grain of salt'.
- **PROVE/IMPROVE:**
    - **1 question on Marketing Accuracy:**
        - Was the course delivered 'as advertised'?
            - 'Did you walk away with [insert promise here]....'
        - **Rationale:** I need to know if the session need to be changed or only the advertising?
    - **1-2 questions on Course Value**...
        - Typically measured with a number... You need some measure of value.
        - **Rationale:** this is the overall rating of your session. You want to understand how your audience finds your product: is it great? Or is it in need of some work?
    - **2 questions on Learning Self-evaluation**: did learning of whatever you promised in your marketing actually occur? (Consider a self-evaluation of a skill before & after the session. This could even be as simple as them rating their comfort or confidence level of doing something.)
        - **Rationale:** A self-evaluation of where learning occurred is usually a great marketing tool to sell your sponsors on the value of your session OR to market to potential sponsors.
    - Optionally add other questions to validate content or approach.
- **Product Improvement and Development**
    - 1-2 questions on identifying things (strengths, pluses) to keep doing or identifying what was of most value.
    - 1-2 questions on areas in need of improvement OR things that could be better.
    - **Rationale:** you need to know what to keep doing and what you need to stop doing (and improve upon).
- **2 questions on Market Research/Insight:**
    - "What is your biggest challenge with [insert topic]?"
    - "What else would you like to see from us next?"
    - "Would you prefer for this session to be in-person?"
    - **Rationale:** These sorts of questions give you strategic insight on where to take your business. Don't miss the opportunity!! (And try not to lead the witness.)
- Optionally, add addition comments on whatever you need INSIGHT on: facilities, administration, technology, time of day offered, location offered, etc.
- Optionally, I ask for the attendee's Name. With the clarification, "Do you mind if we contact you for clarification of your comment s or suggestions?" OR "In able for us to request your permission to be quoted in our material."

Strategy to Succeed-Recap

This Strategic Feedback System will ensure continuous improvement of your (instructional) business. It will help you grow as an instructor, refine your product(s) so they are more targeted and 'on the money' so you can charge more for your session and sell more 'seats'.



As discussed:

1. Design your feedback questions based on WHO needs to know what sort of information and the rationale of WHY are you asking: is it to prove or improve?
2. Deliver your session.

In the next instalment, you'll learn the next phases of the Feedback Lifecycle:

a. Collect Feedback: How to position the process and incent participants to share feedback. Along with taking time to reflect and self-assess your delivery, materials, facility and administration.
b. Analyze the relevant feedback from your target audience. Organize your analysis by categorizing so you can easily determine cause and effect.
c. Action as appropriate: Modify your material for items you need to improve and Market all the good bits as appropriate.

Mindsets to Remember

This paper has presented a high level view of a number of good practises. Behind these practises are some fundamental mindsets. Using these mindsets will help you turn Feedback (smile) sheets into strategic insight:

- **Think Custom:** for you, for your business and who needs to know what sort of information. The key is to figure out what would be valuable to understand.
- **Aim for Insight** into delivery, content, environmental aspects and your instructional business as a whole.
- **Adopt a continuous improvement attitude**:
  - Accept that bad/constructive feedback is good as it give you the most valuable information… information you can learn from. Give your attendees the opportunity to say they didn't like your session and let them write-in their comments why.

If you adopt the Strategy Feedback System, your products will become better, more targeted and more valuable: *"Find it, develop it & market it!"* You'll be able to sell more and charge more!

As an illustration, or a sample of how this approach can be applied, in a few days I'll send you a short feedback survey. Please take a few minutes and give me your feedback and advice. I am curious if you have found this content valuable and whether you like the format/style or approach. In addition, I am wondering what you find the most challenging in your instructional business that I could help you with next.

As a thank you for helping me validate and refine my approach, I will send you a free gift: another white paper tutorial on the next phases in the Strategic Feedback System..

Thank You.

PRINTABLE APPENDIX

Food for Thought: Step 1 – Identify Audience Demographics

- Who is your defined target audience? ____
- For your existing feedback surveys, can you determine what demographic is providing what feedback? (i.e. can you tell if a particular survey was filled out by someone within your target demographic?) yes/no
- What could you do if you were able to determine what skill level your audience is at? ____
- What if you were able to tell what industry they are in? _________________________ ____

Questionnaire: Step 2 - Identifying Your Strategic Topics:

Check all that apply…

1. **WHO needs to know** about the success of your session (we'll call these people your 'stakeholders') :
   - ☐ Just you?
   - ☐ Your business partner(s), or someone who helped you develop the material
   - ☐ A client/sponsor?
   - ☐ Or someone else, please specify: ____________________________
2. **WHAT topics do you need feedback on to satisfy the stakeholders?** Remember: different stakeholders will care about different aspects.
   - ☐ Instructor performance
   - ☐ Did the audience learn something?
   - ☐ Product Related:
     - ☐ Value of the material
     - ☐ Format/Organization of the material
     - ☐ Other, please specify: ______________________________
   - ☐ Business Development Related:
     - ☐ Business challenges/problems
     - ☐ What is the next topic should we develop a product for
     - ☐ What delivery Method is preferred?
     - ☐ Other, please specify: ______________________________
   - ☐ Outsourcing (consider anything you paid for.)
     - ☐ Administration (for registration, payment, etc)

- ☐ Facilities (i.e. was it a good idea to hold this seminar in a hotel??)
- ☐ Other, please specify: ______________________________

☐ Technology (eg. were the webinar facilities you provided enough?)

☐ Other topics your stakeholders will be interested in, please specify: ___________________________________

3. **WHY** do you want or need that information? Is it to:

☐ **PROVE**

- ☐ Prove that your session was valuable?
- ☐ Prove that the attendees learned a new skill or gained new knowledge (either to help market your session or to prove to a sponsor that the effort was worthwhile)?
- ☐ Prove that the attendees liked: you, the material, the facilities… (There is a reason that educators call these "smile sheets")!
- ☐ Prove it was wise to outsource the way you did.
- ☐ Collect quotes to help you market your session?
- ☐ Other, Please specify: ________________________

☐ **IMPROVE**

- ☐ Improve your session/product.
- ☐ Confirm and improve your marketing advertisement (so that it accurately portrays the session).
- ☐ Improve the way you outsourced.
- ☐ Accelerate your business development by asking questions to gain valuable business insight.
- ☐ Other, Please specify: ________________________

Food for Thought: Step 2 – Stakeholder Reverse Engineering...

Each of the following questions could help evaluate the value of a session. For each of these questions determine which stakeholder would be concerned and whether that could potentially give you enough information to prove or improve your product:

1. "Please rate the overall value of this session..."
   - Stakeholder:___________________________________
   - Prove or Improve?
2. "We promised to decrease your time to [insert task]. As a result of attending this session, would you say your time to [insert task] has: Increased, stayed the same, decreased slightly, decreased significantly, decreased or increased by [fill in the blank].
   - Stakeholder:___________________________________
   - Prove or Improve?
3. "How does this course compare against other [insert description of what you would like to compare against]?"

- Stakeholder:___________________________________
- Prove or Improve?

NOTE: do you see the difference between the questions?

What questions would give you more insight than others? _________________________________

Now, you may refer to some suggested answers located at the end of this appendix.

<u>Exercise: Step 3 – Thinking through Feedback Scales and Priorities</u>

For the session you just gave, an attendee felt it was 'average'. For the question, "What is your overall rating of this session?"

- Which scale you would prefer to see people use:
    a. 1->4 (where 1=poor, 2=ok, 3=good, 4=very good)
    b. 1->5 (where 1=poor, 2=ok, 3=average, 3=good, 4=very good)
    c. 1->10 (where 1=poor… 10=excellent)
- Why would you use that scale?
- How could you supplement this question?

For your existing feedback survey,

- What questions do you scan over and ignore?
- Do you need those questions?
- If so, what are you trying to ask?
    - Why do you need to know that information? (i.e. what are you trying to prove or improve (and to whom)?)

Most of the free online survey tools limit the number of survey questions to 10-12. You need to take a really good look at your existing questions and consider what other information would be most valuable in order to improve your product, market your product OR create new products? (Again, don't ask someone for information unless you are somehow going to use it.)

ANSWERS/THOUGHTS--Exercise: Step 2 – Stakeholder Reverse Engineering...

Each of the following questions could help evaluate the value of a session. For each of these questions determine which stakeholder would be concerned and whether that could potentially give you enough information to prove or improve your product:

The answer to all 3 of the questions below is: 'it depends'. My comments are in red.

1. "Please rate the overall value of this session..."
   - Stakeholder:____________________________________ Prove or Improve?
   - Prove to the Sponsor that the session was valuable or worthwhile.
   - Help the Designer/Instructor understand if they need to improve the session.
2. "We promised to decrease your time to [insert task]. As a result of attending this session, would you say your time to [insert task] has: Increased, stayed the same, decreased slightly, decreased significantly, decreased or increased by [fill in the blank].
   - Stakeholder:____________________________________ Prove or Improve?
   - Prove to the Sponsor that the attendees can do a task faster.
   - Help the Designer/Instructor understand if the objective of the session was met.
3. "How does this course compare against other [insert description of what you would like to compare against]?"
   - Stakeholder:____________________________________ Prove or Improve?
   - Prove to the Sponsor that session is better than most available sessions.
   - Help the Designer/Instructor understand how the session compares to the competition. (In this case an optional write-in comments section could give the attendees a chance at telling you who the competition is.) If this is very favourable, this feedback would be excellent to use in your marketing copy.

NOTE: the difference between the questions. It will depend on your prospective, but some questions will give you more insight than others.