WHITE PAPER 05 · PROOF AND MEASUREMENT

Happy Sheets Are Not Proof

Why a satisfied room is the start of the evidence, not the end of it

Industry Cross-industry, Malaysian employers **Function** L&D and Finance

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AT A GLANCE

INDUSTRY

Malaysian GLCs, MNCs and SMEs

PROBLEM

Training judged on the end-of-day evaluation sheet

FRAMEWORK

Before, after and the clock

CHANGE

Contracts that buy skill change and hours returned

EXECUTIVE SUMMARY

Most training is judged on the evaluation sheet handed out at the end of the day, and most evaluation sheets are full of high scores, which is why buyers have learned to discount them.

KadoshAI's own delivery ratings are strong and they are still not treated as proof, because satisfaction tells you the room was engaged while proof tells you the work changed.

98%
satisfied or very satisfied

97%
would recommend

44% to 77%
automation skill, same people

20% to 84%
app building skill, same people

A happy room is the start of the evidence, not the end of it.

INDUSTRY AND PROBLEM OBSERVED

The problem

When satisfaction is the only measure, the cheapest way to score well is to make the day enjoyable, hence the measure a buyer chooses decides the training they will get.

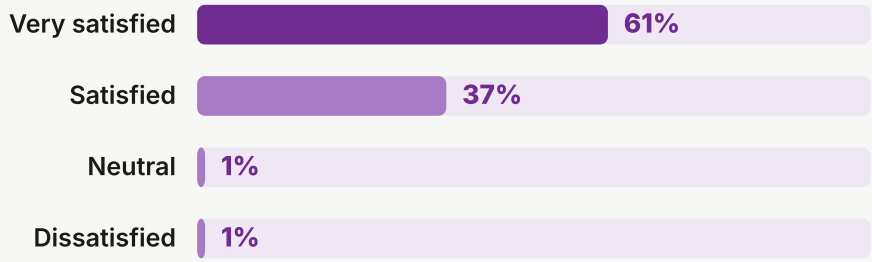
Across KadoshAI programmes 98% were satisfied or very satisfied and 97% would recommend, which is a strong delivery result and a weak business case on its own.

What we observed

- Evaluation sheets measure the trainer, not the work
- Nobody asks for the same person's skill before and after
- No task is timed, so no hour is ever returned on record

Satisfaction with delivery

KadoshAI post evaluations, all levels



THE FRAMEWORK PROCESS

Before, After and the Clock

1

Before

The same skill questions answered before training

2

After

The same people answer the same questions after

3

A named task

One workflow per person that they commit to build

4

The clock

The task timed before and again within 30 days

HOW IT WAS SOLVED

The solution

TLMM now asks clients to write the before and after skill questions into the contract, to require one named workflow per participant and to time it within 30 days, and to keep the satisfaction sheet but report it below the proof, never in place of it.

BEFORE

- High scores on the day
- Trainer rated, work not checked
- No hours on record

AFTER

- Same people, before and after
- One named workflow each
- Hours timed within 30 days

WHAT L&D LEADERS SHOULD DO

Your checklist

- Write before and after skill questions into the contract
- Require one named workflow per participant
- Time that workflow within 30 days
- Report satisfaction below the proof

Ask for the before, the after and the clock.

ABOUT THE LEARNING MATCHMAKER

The Learning MatchMaker has been a trusted advisor to HR and L&D leaders since 2010, matching organisations with the right learning design, the right delivery method and the right trainers for their business problem. Clients in this paper are named by sector and function only.

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REFERENCES AND DATA NOTES

- KadoshAI data on file, 2025 to 2026, covering 1,400+ employees across Malaysian GLCs, MNCs and SMEs, reported by sector and function only. Before and after scores are self-rated by the same people on the same questions.
- Kirkpatrick, D. L. and Kirkpatrick, J. D. (2006). Evaluating Training Programs. Berrett-Koehler.