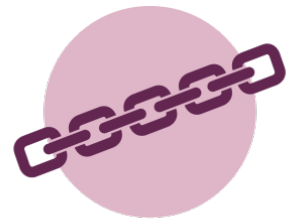# Training Programme Evaluation

MBM

Chain of Evidence

Client: **<Client>**

Client Sponsor: <Client's name>

Training Course: Negotiation Skills Training Course

Dates: 2022

This is your Chain of Evidence pack that we produce for you so that you may understand your return on investment.

For each and every training event we use Kirkpatrick's 4 levels of training evaluation, plus one further level. The 5th level was recommended by CIPD to meet the needs of the sponsor who wishes to see the training results for themselves. The 5 levels of training evaluation are:

- Level 1: **Reaction** (Feel)   What were the Learners' first impressions of the learning?
- Level 2: **Learning** (Know)   How much did the Learners learn?
- Level 3: **Behaviour** (Do)   To what extent has the learning been used?
- Level 4: **Results** (Numbers)   How did the behaviour affect the results?
- Level 5: **Sponsor** (Believe)   What do you believe has changed?

Contents

Your Chain of Evidence is split into the following parts:

1. Level 1 – Reaction
2. Level 2 – Learning
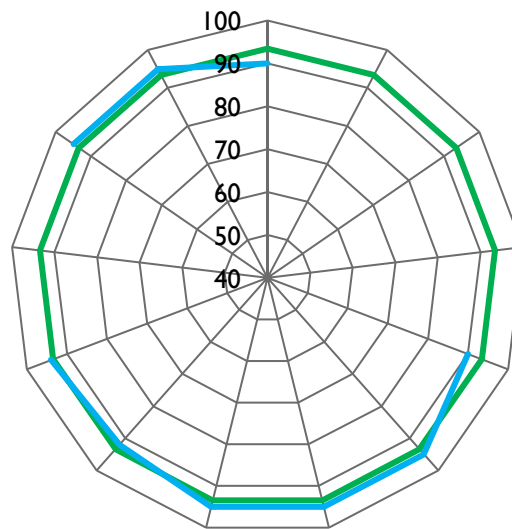3. Level 3 – Behaviour
4. Level 4 – Results
5. Level 5 - Sponsor
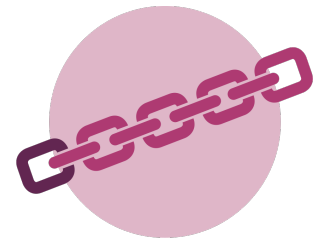
1. Level 1 – Reaction

At the end of the training event (Normally face-to-face training days) the Learners were asked for their reaction.

- Number of Learners: 12
- Average score: 93.4
- MBM target: 80

| Learner	Good because…	Better if…
<Learner Name>	Really good and clear. Good pace and not overloaded.	
<Learner Name>	Varied level of interactiveness.	
<Learner Name>	Very clear and informal. Never like a roleplay but this was good.	
<Learner Name>	Good mix of learning and putting things into place. Good pace.	
<Learner Name>	Interesting mix of theory and practical application.	
<Learner Name>	Practical activity.	
<Learner Name>	Practiced easy methods of learning.	
<Learner Name>	Good exercise and delivery.	
<Learner Name>	Clear easy methods to follow.	
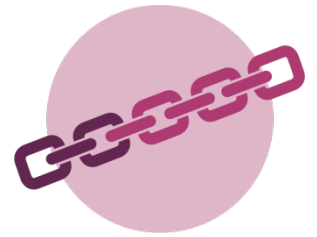
2. Level 2 – Learning

Each Learner was asked what were the most useful 3 learnings they had taken from the course.

Learner	Learning 1	Learning 2	Learning 3
<Learner Name>	Preparing for a negotiation with an objective	Conscious of how to better support the team	Negotiate from the other persons prospective
<Learner Name>	Trust Model	Squaredance	Questioning
<Learner Name>	4 Runs on a Ladder	5 Bums on a Rugby Post	Tradables
<Learner Name>	Squaredance	Internal Sign Off	Calling Out People
<Learner Name>	Squaredance	Ambition Model	Questioning
<Learner Name>	Tradables	Feedback Model	Teach Others
<Learner Name>	Squaredance	Improved Presence	Tradables
<Learner Name>	Tradables	Squaredance	Body Language
<Learner Name>	Ambition Model	Questioning	LAMS
<Learner Name>	Tradables	Aspiration Model	Stalemate Management

The main learnings that resonated with the Learners were to use the squaredance to prepare for a negotiation, understanding tradables as a means of keeping the negotiation moving along, and questioning to unlock new information to use.
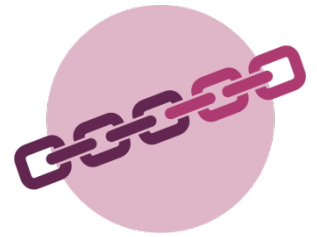
3. Level 3 – Behaviour
Each Learner was asked how their behaviors have changed when negotiating.

Name	What Has Changed?
<Learner Name>	Doesn't rush to a conclusion especially with numbers and slows down.
<Learner Name>	Always prepares by using the Squaredance.
<Learner Name>	Active Listening and using the different roles to be mor effective as a team.
<Learner Name>	Pausing more and alternating her behaviour to achieve more results.
<Learner Name>	Ambition model quoting for me.
<Learner Name>	Much more confidence and pausing and allowing others to speak.
<Learner Name>	Constructing more effective sentences before speaking.
<Learner Name>	Not filling the silence to then share too much information.
<Learner Name>	Using and understanding body language better, as well as soft language.
<Learner Name>	More confidence to challenge and question buyers.

The Learners drove a real sense of evaluating and reflecting on their negotiation behaviours which led to a number of effective changes in how they now negotiate. Ranging from changes like slowing down, to not needing to talk, to being more ambitious.

It is the change in behaviours of evaluating their own negotiation approach and of being more ambitious that led to the biggest results on the next page.
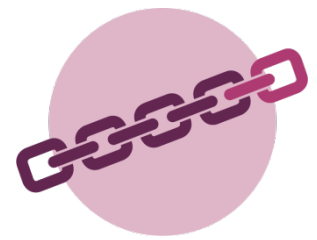
4. Level 4 – Results

The evaluation is completed with the Learners after the training programme to ask them what results they have seen.

| Name	Scenario	Gains (Attributed to learnings)
	The <Supermarket> CPI with <Learner> was at a 10 week stalemate. We achieved +£680,000 with 20% attributed to learnings.	duplication
	I used the 'no free fish' tool with <Supermarket> & got £2,500. And a Squaredance with Tradables on <Product> and got £13,000.	£15,500
	<Learner> was in a stalemate with <Supermarket> and they weren't engaging. <Client> needed to listen and stop supply. By doing so we got the increase earlier.	£108,000
	<Supermarket> CPI of £625,000 and attributed 40% to learnings.	£250,000
	Across 4 deals I have improved sales and margin.	£80,000
	Uplifting volumes secured through tradables.	10,000 units
	<Learner> <Supermarket> negotiation achieved £1,400,000 by him not turning off supply and by using the 'not looking silly' tool.	duplication
	<Supermarket) CPI with new buyer helped her to be more ambitious.	not defined
	<Supermarket> range price increase. He did a big, outrageous ask.	£1,200,000
	Broke the Stalemate with <Supermarket> on CPI.	duplication

The results that the Learners have achieved are a testament to how much they have understood and used the learnings, which is a credit to them.

<Learner> alone paid for the entire training programme with her gains of £80,000. Not just negotiation but all 7 skills. Whilst others made further gains of £373,500.

Plus, <Learner made a choice to do a BOA (Big Outrageous Ask), surprised himself, and won! Which is great for him because he tried a tool and it paid off. He credits using this tool to his learnings and gained £1,200,000.

In total, the team have made gains of £1,653,500.

A little about us…
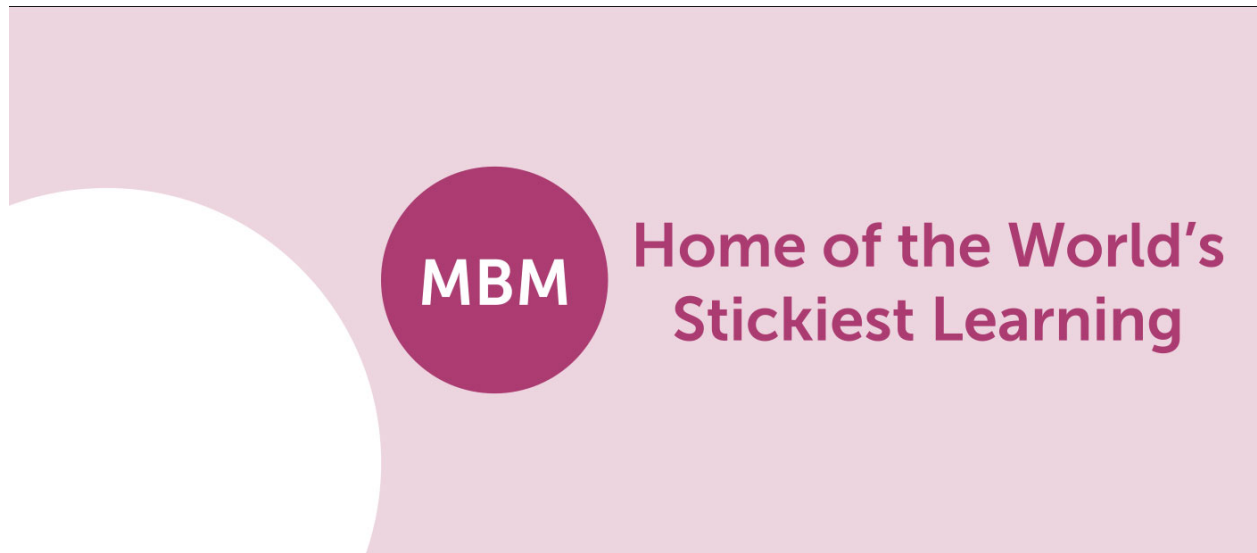
We are the soft skills training provider, partnering with clients that are frustrated by people coming back from training courses and doing nothing differently. Our clients choose us because we achieve behavioural change through our unique training method, sticky learning ®.

Clients and prospects told us that they knew we were passionate about learning and development, yet our offer did not reflect how driven we were to make it stick. Sticky Learning ® is our unique training method. And we chose a strapline that no other training provider could replicate: '80% of our Learners are still using their new habit 5 months later – guaranteed'.

Useful Tools

1. 3 Simple Steps to Enhance Your Negotiation Preparation.
2. Negotiation Skills Coaching Cards Free Online Tool.
3. The Knowledge Vault.

Once again, we thank you for your business and if you have any questions please contact sg@makingbusinessmatter.co.uk.