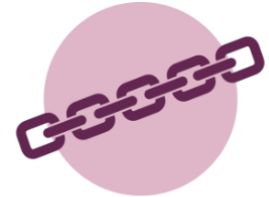




Chain of Evidence

Training Program Evaluation



Chain of Evidence

Client: [REDACTED]
Client Sponsor: [REDACTED]
Training Course: Top Gun Negotiation Skills
Course Dates: September – November 2025

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

We recognise that financial attribution can never be exact because real-world results are influenced by many factors. For this reason, the figures shown represent Learners' own estimates of the contribution the training made to their results. By assessing the program through Kirkpatrick's four levels (developed in 1953 by Donald Kirkpatrick), we place these estimates within a structured and evidence-based framework. This allows you to see the broader and more reliable pattern of behavioural change, skill application and practical outcomes that Learners achieved.

The 4 Levels of Evaluation are:

- Level 1: **Reaction** What were the Learners' first impressions of the learning?
- Level 2: **Learning** How much did the Learners learn?
- Level 3: **Behaviour** To what extent has the learning been used?
- Level 4: **Results** How did the behaviour affect the results?

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I. Executive Summary

The Key Outcomes

Learners' Reactions:

Learners described the program as "enjoyable," "refreshing," and "transformative," with overwhelmingly positive feedback on the range of tools and techniques they learned.

Core Learnings:

The most adopted tools include – the Squaredance Preparation Tool, Open Questions and use of Silence. This shows Learners putting more emphasis on proper negotiation preparation and using learned techniques to gain the right information from their negotiation opponents to increase negotiation wins.

Behavioural Changes:

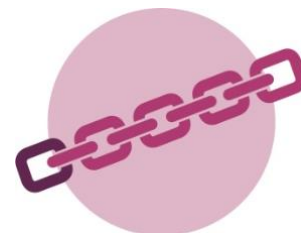
Learners demonstrated enhanced preparation, strategic use of open questions, and deeper understanding of conflict, listening, and appealing to cognitive inputs.

Your Results:

In total, the team have made gains in less than 3 months of:

£571,000

Based on Learners' own estimates, every £1 invested in the program was associated with £16.31 in returns. While attribution is influenced by many factors, this feedback illustrates the significant value Learners felt they gained.



2. Level 1 – Reaction

At the end of the training program, the Learners were asked for their reaction.

Learner	Good because...
[REDACTED]	[REDACTED] began nervous in his negotiations, with Top Gun transforming this into excitement and then comfort and confidence by the end of the training program.
[REDACTED]	[REDACTED] felt the program was engaging, insightful and challenging throughout.
[REDACTED]	[REDACTED] felt that the program was insightful and inspiring. He reported that he enjoyed the program and found it very educational.
[REDACTED]	[REDACTED] felt enthusiastic going into the program. It then challenged him and he felt rewarded by the learnings and insights gained.
[REDACTED]	[REDACTED] felt the program was explorative. She felt initially nervous but challenged by the learnings.
[REDACTED]	[REDACTED] found the program thought-provoking and reported that it inspired change in his negotiation behaviours.
[REDACTED]	[REDACTED] reported that she found the program engaging and motivational and that it energised her approach & feelings about negotiations.
[REDACTED]	[REDACTED] appreciated the breadth of choice in learnings offered by the program that tailored to her to create behavioural change. She also found the program fun, with a variety of activities offered within a mixed group of Learners.

Learner's Thoughts (Written Testimonials)

[REDACTED] wrote:

“You are able to **take away exactly what you need**, as an individual, from Darren’s training. I found the training program **enjoyable**. Darren makes people **feel at ease** throughout the program.”

[REDACTED] wrote:

“This program was **brilliant and engaging**, with loads of **new tools** and techniques to take away and apply to work. If we think of any other courses we need, **ask Darren!**”

[REDACTED] wrote:

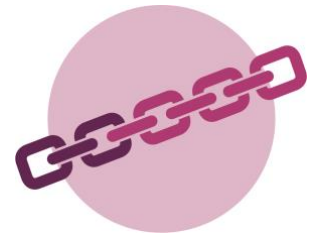
“I have been on a number of negotiation skills courses and always value training. I love this program because it is so **refreshing**. It felt like an **investment in myself**. I enjoyed the program.”

[REDACTED] wrote:

“This program has given me a focus on negotiation that has **changed my mindset**. I have **transformed my negotiations from lose to win** and value the new preparation tools and techniques I have taken away from this program. I also feel much **more self-aware** about my strengths and weaknesses in negotiations, enabling **behavioural change**.”

[REDACTED] wrote:

“This program **really makes you think** about how you approach negotiations. Darren unlocked forgotten techniques and also brought new skills, **making them stick** through various activities and applications. **I love the fact that there are no slides** and, whilst I didn’t participate in the role-play, I can see that it definitely worked.”



3. Level 2 – Learning

Each Learner was asked for the three most useful learnings they had taken from the program.

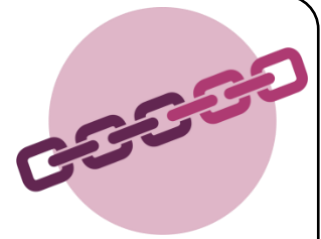
Learner	Learning 1	Learning 2	Learning 3
[REDACTED]	Squaredance Preparation	5 Levels of Listening	Cockpit Confidence
[REDACTED]	Slow Down & Speak Less	Squaredance Preparation	Open Questions
[REDACTED]	Ethos, Pathos, Logos	5 Levels of Listening	Squaredance Preparation
[REDACTED]	Curiosity Shovel	No Free Fish	Why Wall
[REDACTED]	5 Levels of Listening	Squaredance Preparation	Slow Down & Speak Less
[REDACTED]	Thomas Kilman Conflict Model	Positive Approach	Pathos, Ethos, Logos
[REDACTED]	The Salami Technique	PEPSI – Stages of Negotiation	Thomas Kilman Conflict Model
[REDACTED]	Squaredance Preparation	Open Questions	PEPSI – Stages of Negotiation

Level 2 – Summary

The main piece of learning that resonated with the Learners was the Squaredance preparation technique, where Learners use a template to ensure they are prepared in every stage of their negotiations. This technique was found to be very useful, with 5 of 8 learners that undertook the training program reporting it as one of their main learning takeaways.

The 5 Levels of Listening was the second most useful takeaway reported by Learners, with 3 of 8 reporting it as one of their main learning takeaways. This technique sheds light on the ways in which they listen and are listened to by their negotiation opponents. Understanding this technique drives much better communication during negotiations.

Other notable learning takeaways include slowing down and using silence as a negotiation technique, understanding conflict through the Thomas Kilmann Instrument and appealing to three different cognitive inputs through Aristotle’s Ethos, Pathos & Logos.



4. Level 3 – Behaviour

Each Learner was asked how their behaviours have changed when negotiating.

Learner	What Has Changed?
[REDACTED]	[REDACTED] now puts more emphasis on Listening skills – he mentioned an opportunity to move to kegs with a customer (juice & rind example).
[REDACTED]	[REDACTED] now reframes his question structure and approach by emphasising Open Questions during negotiations to gain more information from his opponent.
[REDACTED]	[REDACTED] now ensures his preparation for negotiations is much more in-depth. He uses the Squaredance Preparation Tool provided by Darren to prepare deeply for each stage of the upcoming negotiation.
[REDACTED]	[REDACTED] is considerably more self-aware. He is able to step back and identify his strengths and weaknesses going into a negotiation, placing further emphasis on improving his weaker areas.
[REDACTED]	[REDACTED] uses Squaredance scenario planning to prepare properly for her negotiations, resulting in higher confidence and a much better overall approach to negotiation.
[REDACTED]	[REDACTED] feels much more prepared for each negotiation due to an emphasis on proper preparation using the Squaredance Preparation Tool. He understands the use of tradables or 'gives & takes' and their power during negotiations. He also now exercises the No Free Fish technique to ensure he is always gaining as much as possible from every negotiation.
[REDACTED]	Understanding the use of Open Questions has made [REDACTED] think deeper about the information she can gain during a negotiation and has resulted in more valuable conversations.
[REDACTED]	[REDACTED] now places much more emphasis on her preparation for negotiations, reporting that her preparation feels more structured and she now puts aside dedicated time to complete this preparation.

Level 3 – Summary

The Learners drove a real sense of reflecting on their negotiation behaviours which resulted in a number of effective behavioural changes among all Learners. It's clear that Learners are putting more emphasis on their preparation for negotiations as well as restructuring questions into open questions to enable Learners to gain more information from their opponent, thus resulting in more frequent and higher quality negotiation wins.



5. Level 4 – Results

The evaluation is completed with the Learners throughout the training program, where we ask them to record the results that they have seen.

Learner	Scenario	Gains
[REDACTED]	We went after the 1 main listing in line with Company objectives and have got it – but I am waiting for store numbers etc to confirm total value.	Total: £500,000 Learning attributed: £250,000 (50%)
[REDACTED]	This opportunity is about a customer in Sweden that is highly likely to produce gains in summer 2026.	Total: £70,000 Learning attributed: £21,000 (30%)
[REDACTED]	As a team, myself, [REDACTED], following feedback from the [REDACTED] buyer of our initial price submission. Met to discuss our next steps, we have gone back with a new proposal as we have done in the past, but the difference for me here is we clearly identified which stage of the negotiation we were at - the proposal stage. We defined a clear point for each product where we would have a walk away point. We also ensured we were negotiating rather than haggling by linking price reductions to increased distribution.	Total: £1,000,000 Learning attributed: £300,000 (30%)

Level 4 – Summary

[REDACTED], alone, paid for the entire training program in a single negotiation, winning gains of £500,000. £250,000 (50%) of this win was attributed, by him, to skills learned through the Top Gun Negotiation Program. Additionally, other Learners made further gains of over £2,000,000.

Plus, [REDACTED] used a range of techniques to potentially secure a long-term win with a customer in Sweden. She credits the Negotiation Skills Training Program with 30% of the £70,000 win she made, totalling £21,000 of gains attributed, by her, to her learning.

In total, the team have
made gains of **£1,500,000**, with

£550,000

(37%) attributed, by them, to their learning.

All gains and savings made are captured and compiled by Learners in this:
[REDACTED]



Sticky Learning