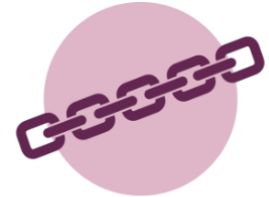




Chain of Evidence Training Program Evaluation [Redacted]



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 "engaging," "exciting," and "groundbreaking," with overwhelmingly positive feedback on the opportunity to implement techniques practically.

Core Learnings:

The most adopted tools included Open Questions (100% adoption), Squaredance preparation template, and PEPSI – the negotiation stages principle.

Behavioural Changes:

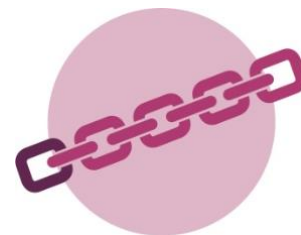
Learners demonstrated enhanced preparation, strategic use of open questions, deeper client need exploration, and increased confidence in high-stakes negotiations.

Your Results:

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

£2,253,500

Based on Learners' own estimates, every £1 invested in the program was associated with £93.44 in returns. While attribution is influenced by many factors, this feedback illustrates the significant value participants felt they gained.



2. Level 1 – Reaction

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

Learner	Good because...	Better if...
[REDACTED]	An eye-opening, warming and exciting training course.	No negative offered.
[REDACTED]	Challenging, eye-opening and fun.	No negative offered.
[REDACTED]	Felt calm and less pressure because the course is spread well across days and doesn't feel 'cramped' – there is space to process and grow.	No negative offered.
[REDACTED]	An interesting and engaging training course.	Felt frustrated due to differences between her and other Learners.
[REDACTED]	A course that sparked curiosity, built confidence, was energetic and exciting.	No negative offered.
[REDACTED]	The course enabled growth from feeling uncomfortable to confident and finding techniques very useful.	No negative offered.
[REDACTED]	Pleasantly surprising, enabling happiness and confidence throughout.	No negative offered.

Learner's Thoughts (Written Testimonials)

[REDACTED] wrote:

“At times I felt uncomfortably comfortable. This training course is designed to take you into areas you’ve not thought of, and **outside of your comfort zone**. It creates the **space to engage** with everyone in a bespoke way. Darren listened well to feedback and tailored the course to further **cement our learning**. He taught theory and then enabled us to implement these techniques practically. This course is **engaging and exciting**. I learned every day and built **confidence** in the process.”

[REDACTED] wrote:

“I can’t believe it’s over!!!!!! I just wanted to say a huge thank you for everything over the course of the last few months, Darren. If I cast my mind back to our first 1-2-1, I felt like I just couldn’t do it. Compare to how I feel now, **it’s worlds apart**. I could really see and feel a difference in what we were doing yesterday which has made me feel **much more confident**. You’re a **brilliant coach, very engaging** and I love the fact that it’s not ‘death by PowerPoint’. That’s the third negotiation course I’ve done now alongside [REDACTED] and [REDACTED] and I would say, hands down, **yours is by far the best** and feels most relevant to what we do day to day.”

[REDACTED] wrote:

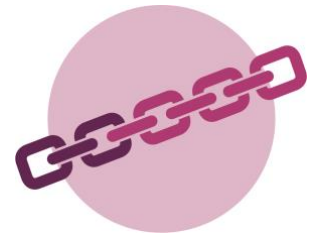
“This training course challenged everything I know. I loved the method, delivery and learning. The results are happening right now. **Groundbreaking.**”

[REDACTED] wrote:

“It was very different to any training course I’ve done before. I liked that we were encouraged to take the time between training pieces to **implement the techniques**, otherwise the learning would have been lost like all the other training courses I have done.”

[REDACTED] wrote:

“I am grateful to have been put forward for this training course. It really got me thinking differently and I felt **much more motivated**. The rest of the team could really benefit from a course like this. **We want more like this!**”



3. Level 2 – Learning

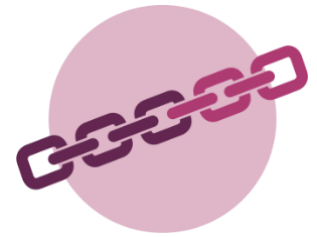
Each Learner was asked for the three most useful learnings they had taken from the program.

Learner	Learning 1	Learning 2	Learning 3
[REDACTED]	PEPSI – Negotiation Steps	Push – Pull Technique	Open Questions
[REDACTED]	Open Questions	Curiosity Shovel	Squaredance Preparation
[REDACTED]	Open Questions	PEPSI – Negotiation Steps	Cockpit Confidence
[REDACTED]	Active Listening	Open Questions	PEPSI – Negotiation Steps
[REDACTED]	Squaredance Preparation	Open Questions	Thomas Kilmann Conflict Instrument
[REDACTED]	PEPSI – Negotiation Steps	Squaredance Preparation	Open Questions
[REDACTED]	Negotiation Why Wall	Conflict Irritators	Open Questions

Level 2 – Summary

The main piece of learning that resonated with the Learners was the concept of open questions, where they learned to begin questions with; what, why, who, when or how, strengthening the second step of negotiations: exploration. This technique was found to be very useful, with every learner that undertook the training program reporting it as one of their main learning takeaways.

PEPSI – the steps of negotiation – is the second most useful takeaway reported by our Learners. This technique shed light on the stages of each negotiation, enabling Learners to understand how to approach each stage with more confidence and preparation.



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 preparation for negotiations, approaching it with 'open eyes'. This has made him feel more in control of the approach and outcome of his negotiations.
[REDACTED]	[REDACTED] feels like a different person. She is less stubborn, more confident and focuses more on building rapport with her negotiation opponents. She feels, overall, much more prepared for negotiations.
[REDACTED]	[REDACTED] now panics less about negotiations. She feels she can put more emphasis on relating to her opponent, approaching negotiations with a more level head. She also feels more self-aware, both in preparation and approach to her negotiations.
[REDACTED]	[REDACTED] is more conscious of what she says and puts more emphasis on listening to her opponent during negotiations. She also now approaches these negotiations with a more collaborative mindset.
[REDACTED]	[REDACTED] feels much more confident in his approach to negotiations, approaching them with much more confidence. He also feels more confident in understanding his objective and what he wants to gain from negotiations.
[REDACTED]	[REDACTED] is now preparing much more, and better, for his negotiations using the Squaredance Preparation template.
[REDACTED]	The one-to-one coaching sessions have helped [REDACTED] cut his procrastination down. He is able to exercise more appropriate management of the supply base and build much better relationships with suppliers.

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 now put more emphasis on, bettering their relationships and rapport with negotiation opponents, building confidence in their approach and putting emphasis on their preparation, listening and clarity in their negotiations.



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]	[REDACTED] asked for 10% funding across all lines with an inclusion of an over-rider. We agreed on 5.8% funding with inclusion of 2 new SKUs generating £800k+. Overrider agreed based on incremental growth, capped at 2.75%.	Total: £800,000 Learning attributed: £640,000 (80%)
[REDACTED]	During a recent range change we were left with substantial stock of one SKU, with life running down we decided to offer it to company shop. Their first offer was small, I managed to bring them up in price using the "if you, then I," technique. We achieved a higher price for the redundant stock whilst donating some stock to their food bank outlets.	Total: £1,500 Learning attributed: £1,500 (100%)
[REDACTED]	Successfully developed and secured the [REDACTED] Summer 2026 range. 11 products secured with 8 of them becoming AYR lines. Definite behavioural change, less stubborn, more pragmatic and talked less throughout the final stages of negotiation.	Total: £3,000,000 Learning attributed: £1,000,000 (33%)
[REDACTED]	V delisted lines in July which was the wrong decision, this has detrimentally hurt sales and market share. Persuaded [REDACTED] to relaunch lines to help close current sales gap,[REDACTED] have now agreed to relaunch 3 lines in January 2026 to close the gap ahead of April.	Total: £150,000 Learning attributed: £50,000 (33%)
[REDACTED]	[REDACTED] liked the product but were pushing back on where it sits and the cost breakdown (they requested a much lower MSP). Using a combo of Pepsi and square dance to get this over the line.	Total: £450,000 Learning attributed: £135,000 (30%)
[REDACTED]	We have just concluded negotiations for the quarter Nov-Jan. this period we have faced increase against declining markets and requests to brake commercial models.	Total: £253,000 Learning attributed: £126,500 (50%)

[REDACTED]	Drastic change in [REDACTED] Christmas buying model moving from planned buy to open buy. Getting buy in from operations teams at both sites and finding a win/win for both ops team and [REDACTED] and managing expectations.	Total: £500,000 Learning attributed: £300,000 (60%)
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Level 4 – Summary

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

[REDACTED], alone, paid for the entire training program in a single negotiation, winning gains of £150,000, with £49,500 (33%) of this win attributed, by her, to skills learned through the Top Gun Negotiation Program, whilst other’s made further gains of over £1,900,000.

Plus, [REDACTED] used a range of techniques, notably Open Questions and Squaredance Preparation, with a client to create a win/win for both operations teams and [REDACTED]. His use of these tools achieved a drastic change in [REDACTED] Christmas Buying Model. This is fantastic because [REDACTED] decided to utilise a piece of learning, and it paid off. He credits using this tool to his learnings and gained £500,000, with £300,000 (60%) of this win attributed, by him, to his learning.

**In total, the team have
made gains of £5,154,500, with**

£2,253,500

(43.5%) attributed, by them, to their learning.

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



Sticky Learning