

Theme:

Training Delivery and Evaluation



Lecturer: Mr. Paul Gauci

Day 4: 2 March 2023

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Training the Trainer Award

Agenda

PREPARATION

- **Objective**
- **Audience**
- **Content**
- **Presentation Notes**

THE PRESENTATION

- **Structure**
- **Handling nerves**
- **Q&A and Discussion Leading**
- **Planning for Maximum Recall**
- **Dealing with Difficult Trainees**
- **Receiving Feedback**

PRACTICAL SESSION

TRAINING EVALUATION

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Delivering the Training



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BUILDING CONFIDENCE and SPEAKING IN PUBLIC

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COPING WITH NERVES



“The human brain starts working the moment you are born and never stops until you stand up to speak in public.”

Sir George Jessel

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Butterflies in the stomach, waning confidence, sweaty palms - even people who regularly present in front of audiences get stage fright.

You may not be able to eliminate your fear completely, but here are four ways to help you handle the symptoms.

Focus on your audience. Pick a person in the crowd and speak directly to him. Then find another person and deliver your next message directly to her.

Re-label negatives as positives. Instead of considering your symptoms of stage fright an indication of nerves, think about them as signs of anticipation or excitement.

Avoid rigid rules. Don't be overly focused on what makes a good presentation.

Remember that you don't look that nervous. Research shows that self assessment of presentations is often overly harsh. If you assume you look calm and relaxed to your audience, you will.

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The Challenge

A presentation puts you on display...

Your audience needs to see evidence of decisive planning and leadership.

They need to be motivated and inspired to take ownership of issues you are presenting.



Tip



A presentation can do lots for you !

It's your chance to speak your mind...and the audience is bound by good manners to sit and watch the performance.

It also gives you an opportunity to raise your profile.

PREPARATION

As a rule of thumb for an average presentation, no less than 60 minutes preparation should be spent for 5 minutes of talking.

PREPARATION: Objective

The planning stage

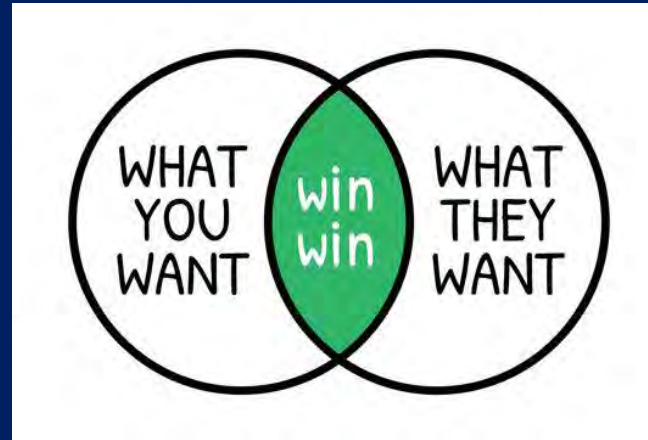
FORMULATE AND FOCUS ON A GOAL

- **Why am I doing this?**
- **What do you want to achieve by the end of your presentation?**

PREPARATION: Audience

Identify the audience and consider how best to achieve objectives in the context of people and their...

- **KNOWLEDGE**
- **EXPERIENCE**
- **ROLES**
- **DIVERSITY**



If you can somehow persuade them that they are achieving their aims while at the same time achieving yours ...then you will have a receptive audience.

PREPARATION: Content (1)

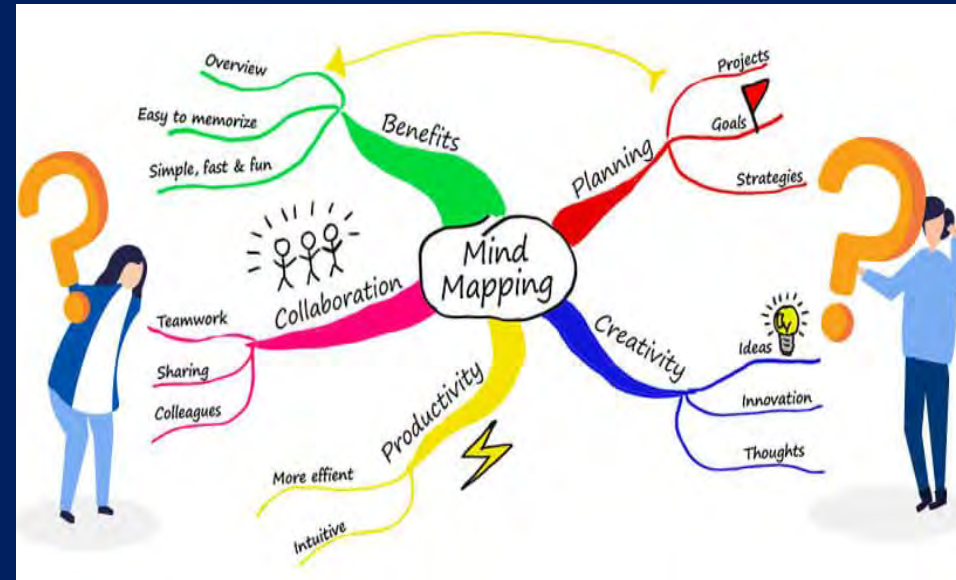
WHERE?

- **EXPERIENCE**
- **DISCUSSING**
- **FACT FINDING**
- **RESEARCH**

PREPARATION: Content (2)

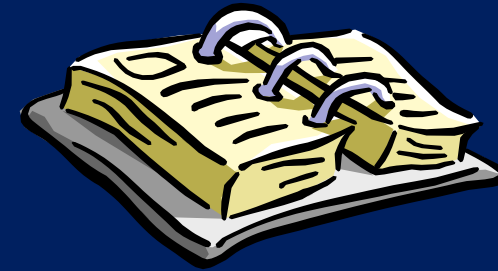
HOW?

- **BRAINSTORM**
- **MIND-MAP**
- **POINTS FORM OR SCRIPT?**
- **OFFICE SOFTWARE**



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Outlines vs Scripts



Presentations are designed and organised more than written.

Build your presentation around three to five major ideas.

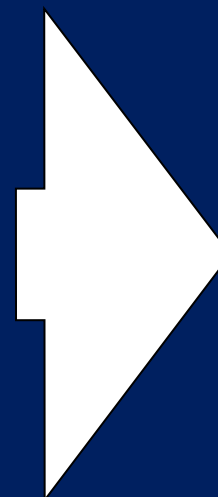
Then create bullet points that cue your discussion of each idea.

FOLLOW THE :

'MUST' KNOW

'SHOULD' KNOW

'COULD' KNOW



R

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L

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PRESENTATION NOTES

- **SIMPLE AND EASY**
- **BOLD LETTERS**
- **COLOUR**
- **INCLUDE SCHEDULES FOR TIME AND VISUAL AIDS**

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THE STRUCTURE

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- **SPEAKER 'ENTRY'**
- **STATE OBJECTIVE**
- **SUBMIT AGENDA**



BEGIN WITH BENEFITS

W HAT'S

I N

I T

F OR

M E



Why AGENDA?

**A talk is a voyage
with a purpose, and
it must be charted.**

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TIP

Don't try to kill the 'worry / anxiety' feelings but try to control them.

Sharpen responses....use the adrenaline flow to your benefit.

<https://www.youtube.com/watch?v=mbDipVRt5aE>

TIP

First impressions count !

You have about 30 seconds to win over your audience.

This holds true even for a 'familiar' audience.

You've got to grab your audience, or lose them!

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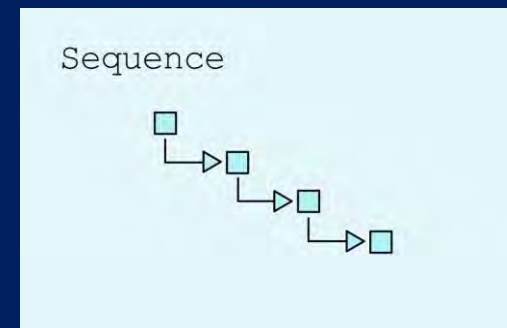
DEVELOPMENT

SEQUENTIAL POINTS METHOD

Key area 1

Key area 2

Key area 3



TIP

If you do not order your thoughts in a structured manner your talk will be a mess and the audience will not be able to follow.

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Maximise your audience's prime time...

where you need to ensure you deliver your key messages to your audience...

by focusing on the 'must know' points.

HUMOUR

Inject humour occasionally... to relieve the intensity of the session.

As direct delivery requires a high level of concentration from all involved:

'DO LIGHTEN THE ATMOSPHERE'

Planning for: **MAXIMUM RECALL**

INFO INPUT



SHORT TERM



INFO MEMORY
FORGOTTEN



LONG TERM



INFO MEMORY
REMEMBERED

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REACH LONG-TERM MEMORY THROUGH SOME SENSORY INPUTS

- **EMPHASISE/REPEAT KEY POINTS**
- **VARY TONE OF VOICE**
- **USE VISUAL AIDS AS SECOND MEDIUM**
- **PROVIDE HANDOUTS**

Repeat, Repeat

The average audience may be easily distracted - so do repeat key messages....

Follow the Sergeant Major's classic advice:

“First you tell ‘em what you are going to tell ‘em, then you tell ‘em, then you tell ‘em what you told ‘em.”

How to Deal With Difficult Trainees?

Dealing with unpleasantness in a training room is not something you want.

Starting off on a bad note can put your trainees at a risk of being disengaged.

So, for most part of it, show respect to the participants and give them time to adjust to the new environment.

Also, be reassuring to your trainees and mentor them in a positive manner.

Many employees who attend training programs tend to come across as negative just because they were not given enough coaching and like things to be explained in fine detail.

On the other hand, trainees can also display disruptive behaviour when they are simply not interested and have been coerced to take part in the training.

How to Deal With Difficult Trainees?

Be Open. As soon as you start your training session, ask your trainees

“what they seek to learn from the training session and why they are there”.

One to One Conversation

Remove the Resistance to Change

Handle the Group Dynamics

Be open

As soon as you start your training session, ask your trainees *“what they seek to learn from the training session and why they are there”*.

This will serve as an ice breaker to reduce the tension and people will open up.

By taking this open approach you can add value and also seek ways to change their perception from Day 1.

Case Scenario:

The same approach was taken by a consulting group who had to conduct a training session on presentation skills with eight senior executives.

The executives were of the opinion that they did not really need the training and were being forced.

Once an open discussion was started, it gave vent to their feelings and they began to cool off.

The trainer emphasised to make the training meaningful and business-oriented.

Soon enough, they started to engage themselves in the training process.

One to One Conversations

When you observe that an individual doesn't seem to participate or is expressing disruptive behaviour, a more discreet approach will come to your rescue.

Ask them confidentially about their problems and address them right away.

Acknowledge if you have done something to upset them and put an end to their disruptive behaviour. This will do the trick to show them in a nice way that you care and want the best for your trainees.

Remove the Resistance to Change

People are naturally resistant to any change for the fear of uncertainty.

If you are perceived as a change agent because your training involves the use of new technology or process, chances are that people will resist your training.

A good solution would be to clearly highlight the benefits of the change and the reasons behind the change.

This will grab the learner's attention and improve the chances of acceptance and engagement.

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Handle the Group Dynamics

Make an effort to change their group dynamics.

For example, you can tactfully move them near to someone enthusiastic who might be able to mentor them along the process.

Get the right mix of people in a group.

Leverage the power of peer pressure to your advantage and play safe.

Pair up a difficult trainee with a mentor to influence them in the right way.

If nothing else works in spite of your efforts to tackle disruptive behaviour, you can give your trainee an option to leave. This is the last option you can try.

Types of Difficult Trainees and Tips to Tackle Them

- **There is no such thing as an ‘ideal or perfect’ trainee.**
- **There are different types of trainees and it all depends on their persona.**
- **Let’s look at different types of trainees and a few tips to handle them without hurting anyone’s sentiments:**

1. The Chatterbox

This type of trainee as implied by the name talks too much.

They can also talk irrelevantly and tend to drag the conversation, going off the track.

It is very easy to identify the constant chatter and handle them without creating a backlog in your session.

If they ask too many questions, you can ask the trainee to take the discussion offline after the class so that there is no deviation.

2. Introverts

- **On the contrary, these trainees are quiet and participate minimally.**
- **Start with an icebreaker to break the silence.**
- **You can also pair them up with the chatterbox trainees to influence each other and serve your purpose.**
- **In addition, you can make them leader in groups and give them more responsibility to open up.**

3. Know-it-All

- **This type of trainee is aggressive and possesses over-confidence.**
- **They genuinely believe that they are champions of everything and don't require training.**
- **Make them realise the benefits of the training and bounce their questions back to the group.**

4. Slow Learners

- **These trainees take more time to grasp a topic and need more attention.**
- **This can be due to their age, learning abilities, technology needs, and/or reluctance.**

Tackle these trainees by devoting more time for them and put in extra hours if you can after the class to explain them better.

- **Use examples to get your point across and pair them with smart learners.**

5. Cynics

- **This individual is pessimistic and may have been let down too many times before. They need a bit more reassurance and evidence.**
- **After that, they might change their perception and turn around like the person who asks the most critical questions or become engaged.**
- **Handle the tough situations and try to strike the right chord with the participants.**
- **Don't get into an argument because no good can come out of it.**



**The phrases that signal to the audience
that you are going from one point to the next.**

‘As I mentioned in my intro...’

‘Let’s first take a look at...’

‘This leads us to...’

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Good transitions



...can enable the audience to feel that they are being taken to a positive conclusion without having to travel on a bumpy road!

Time Management

“The secret of being boring is to tell everything.”

Voltaire

QUESTION TECHNIQUE

Involve audience through questions:

3Ps technique:

P HRASE

P AUSE

P OUNCE



Handling Questions

Questions Turn your Presentation to a Two-way Communication.

Listen Actively to the whole question. ...

1. Decide if you want to answer the question or not...

2. Rephrase the question...

3. When you don't know the answer...

4. When the question was answered before...

5. When you will be handling it at a later stage...

SUMMARY

- **SUMMARISE MAJOR POINTS**
- **CRYSTALLISE MESSAGE**
- **CHECK UNDERSTANDING and KEY LEARNING POINTS**
- **REQUEST ACTION**
- **SPEAKER 'EXIT'**

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SUMMARY

- **SUMMARISE MAJOR POINTS**
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Tip

The final impression you make on the audience is the one they will remember.

Thus plan your last sentences with extreme care.

This requires a change of pace and tone of voice, leading to an effective conclusion.

Your Goal

The challenge is to get your listeners not only to agree with you in principle, but also to take action.

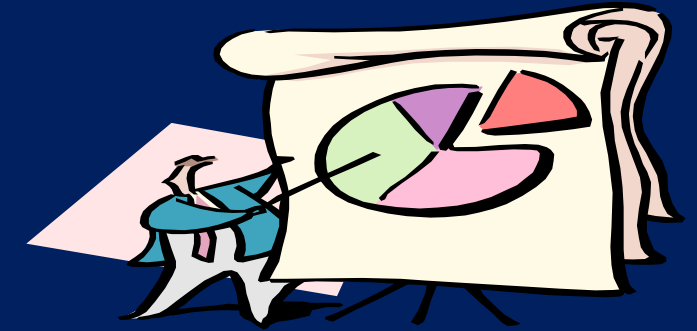
RECEIVE FEEDBACK

**OBSERVATIONS OF AUDIENCE RESPONSES AND FEEDBACK. e.g.
participation, performance ratings**

FOLLOW-UP ON THE EFFECT / RESULT OF YOUR TALK

REHEARSE!

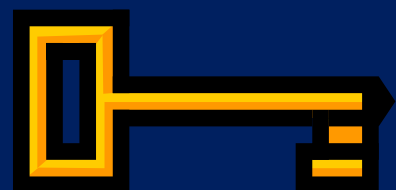
Do run through presentation



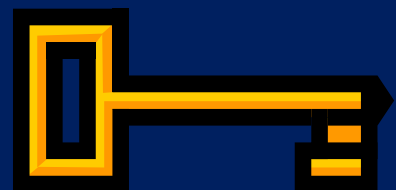
MENTALLY, VERBALLY & NON-VERBALLY

...to check for logical sequence, presentation style, timings and impact you would like to achieve.

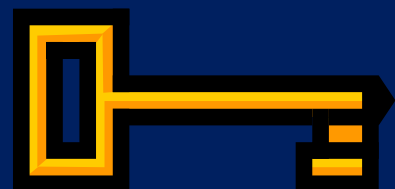
THE KEYS TO EFFECTIVE PRESENTATION



PREPARE

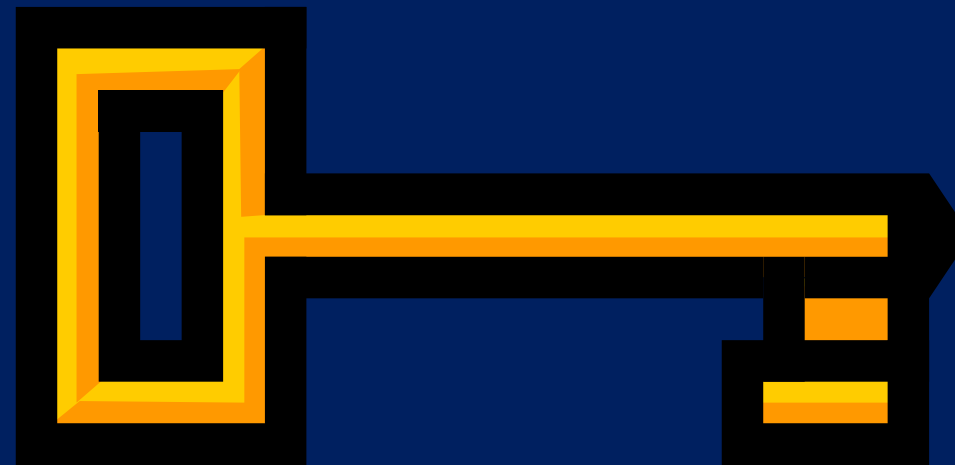


PLAN



PRACTICE

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PERFORM !

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TRUE STORY

Mark Spitz said he wanted to gain 7 medals in the Olympics, but he won only 3 in Mexico.

Yet 4 years later, at the Olympic Games in Germany, he succeeded in doing the impossible and came home with 7 gold medals!

How did he do it?

Practice, Practice, Practice! Spitz spent over 10,000 hours in the pool over those 4 years between the games.

10 NO-NO's of a BAD SPEECH

1. Unclear purpose
2. Too much information
3. Written for the eye (*to be read*), not the ear (*to be heard*)
4. Lack of organisation
5. No passion (*dull writing and delivery*)
6. No gesturing
7. Not enough examples and stories
8. Not meeting the needs of the audience
9. Inappropriate dress
10. Little or no eye contact

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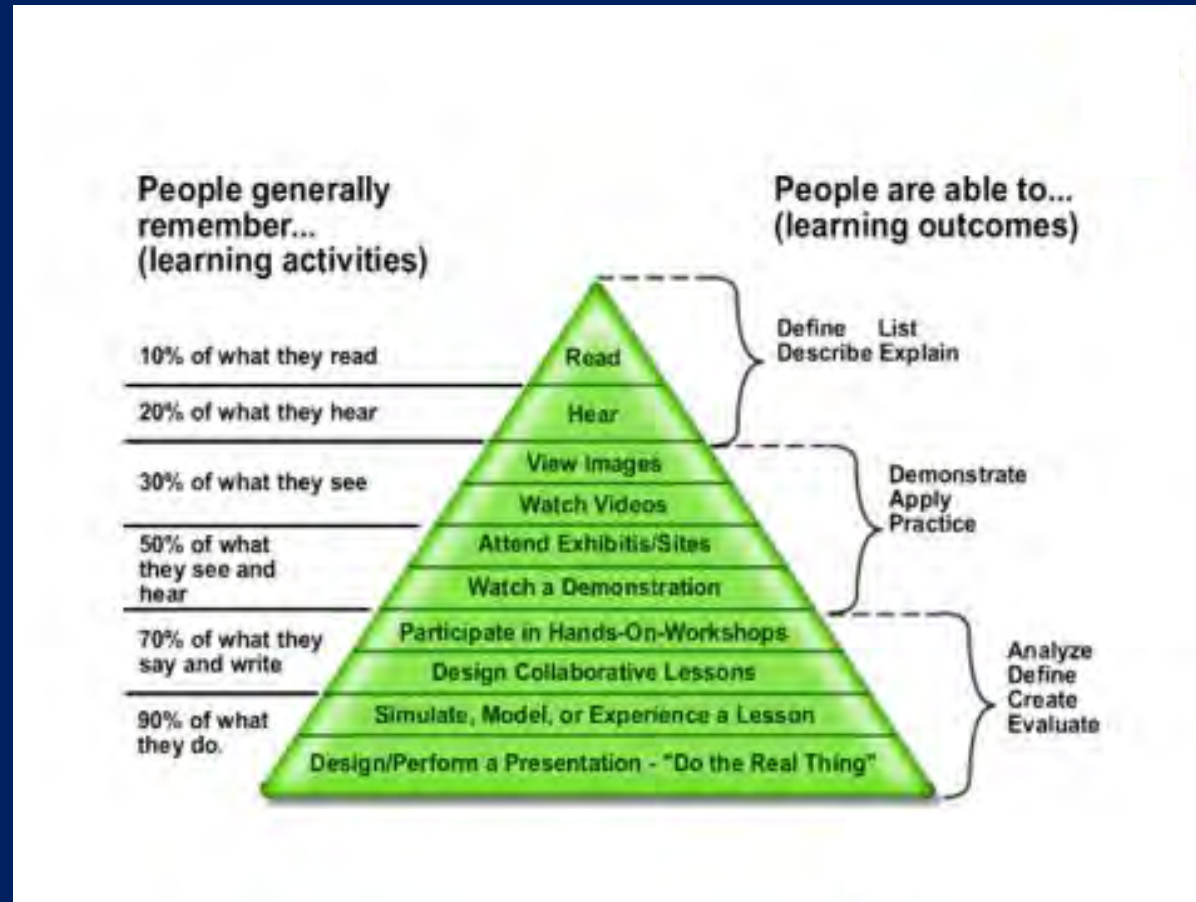
Success



“Success is having the right stuff in the right place at the right time – and neither too much nor too little of it!”

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Practicals!



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Deliveing Training Remotely – *Overcoming Challenges*

- **Remote training has its own set of challenges, which means that simply opening up an online meeting tool and PowerPoint is not enough.**
- **Here are some of the common challenges you may face when you start training online.**

Lack of face-to-face supervision

- **The lack of face-to-face interaction is a commonly cited issue relating to remote working in general...**

but it can be a pain point for remote training, particularly if the switch has recently been made from classroom-based models.

- **Let's face it: employee training in many cases is still seen by staff as a compulsory box to tick and their attention cannot be 100% guaranteed.**
- **Trainers worry that learners will not focus as hard without in-person supervision.**
- **Many learners, on the other hand, struggle with reduced access to “*over the shoulder*” instructor support and communication.**

Lack of access to information

- **How to access the training, how to ask questions, and how it all works.**
- **Essentially, remote employees need to know the WHAT, WHEN, WHY, and HOW of any remote training you want them to take well before the scheduled session takes place.**
- **They also need to know how to get help if they need it – both before and during online training sessions.**

Social isolation

- **Feelings of isolation are one of the most common complaints about remote work, with employees missing the informal social interactions of a workspace setting.**
- **Fortunately, this is one area where online virtual training sessions can actually help if they are run correctly.**
- **Participation in group training can relieve these feelings and a well-run session will incorporate active engagement, collaboration, and time for questions.**

- **If remote training doesn't include group training sessions where people have an ability to communicate, isolation can cause any employee to feel less engaged.**
- **So you need to ensure that your remote training sessions encourage interaction and inclusivity.**

Distractions

- **It's sad to say, but effective virtual work is a far cry from the way it's often presented in the media as someone tapping away at their laptop on a beach while sipping a drink.**
- **That might be a fun fantasy, but employers typically must ensure that their remote workers have both a dedicated, quiet workspace and adequate childcare before allowing them to work remotely.**

- **Remote training is even less forgiving of distractions – it may be virtual but ultimately it is a training session – and 100% focus is not just nice to have, it's a necessity.**
- **So it's imperative that even if the rest of the day is open to distractions, your 1-hour training slot is non-negotiable.**

Technical challenges

- **It's possible for training sessions to be interrupted by technical issues even in purpose-designed classrooms with organizational infrastructure, so imagine how much more likely this is to happen when you attempt to run a remote session.**
- **A great number of things can go wrong – from unstable internet and VPN connections to software and platform issues to training environment access.**

Key takeaway:

- All those challenges and many others make it important to plan and organize remote employee training correctly.
- How is that done? This video explains how.

Tips for Successful Virtual Facilitation

<https://www.youtube.com/watch?v=GSjo08KGxrc>

Training Evaluation



Programme evaluation is the final phase in the training process.

This is where the effectiveness of the training intervention is measured. This is an important activity.

Careful evaluation provides information...

- **on participants' reaction to the programme**
- **how much they learned,**
- **whether they use what they learned back on the job**
- **and whether the programme improved the organisation's effectiveness.**

This information allows managers to make better decisions about various aspects of the Training effort, such as:

- **Continuing to use a particular technique or vendor in future programmes**
- **Offering a particular programme in the future**
- **Budgeting and resource allocation**
- **Using some other HR or managerial approach (like employee selection or changing work rules) to solve the problem**

Evaluation of Training

Phase 1 – concerned with whether the training programme has imparted the knowledge and skills it was designed to.

Were course aims and objectives achieved?

Identify strengths/weaknesses of training components

COURSE EVALUATION FORM

Course/Unit Name: _____ Date: _____

Company Name (optional): _____

Please answer the following questions *where applicable* to your course and tick the option that best represents your response.

1. Course/Unit Content & Structure					
		Strongly Agree	Agree	Disagree	Strongly Disagree
1.1	Course learning outcomes were clearly stated.				
1.2	I understand the content of this training session.				
1.3	The course sequence was easy to follow.				
1.4	Sufficient time was allowed for each topic.				
1.5	The course content has prepared me well for work.				
1.6	The training had a good mix of theory and practical.				

2. Delivery Methods					
		Strongly Agree	Agree	Disagree	Strongly Disagree
2.1	The electronic media used in the presentation assisted to better my learning and understanding.				
2.2	The delivery methods were suitable for the content of this training.				
2.3	The delivery methods assisted my learning and understanding.				
2.4	The method used by the instructor made the content clear and easy to understand.				

3. Training Activities					
		Strongly Agree	Agree	Disagree	Strongly Disagree
3.1	The group activities encouraged my participation.				
3.2	The activities increased my learning.				
3.3	There were sufficient activities in the session.				
3.4	The method of assessment was a fair test of my skills and knowledge.				

Would you recommend IFAP courses to others? Yes No

Training Evaluation Form

Title of Programme: Team Synergy

Name of Facilitator: Paul Gauci

Date:

Please indicate your impressions of the items listed below.

Strongly Agree Agree Neutral Disagree

1. The programme met my expectations.
2. The knowledge/skills learned can be applied.
3. The content was organised and easy to follow.
4. The programme was inter-active and participative.
5. The materials distributed were pertinent.
6. The trainer was knowledgeable and experienced.
7. The quality of the training delivery was fine.
8. The trainer used a variety of learning methods.
9. The programme was relevant and developmental.
10. The logistical facilities for the programme were good.

11. What aspects of the training did you find most beneficial?

12. Other comments:

-
-

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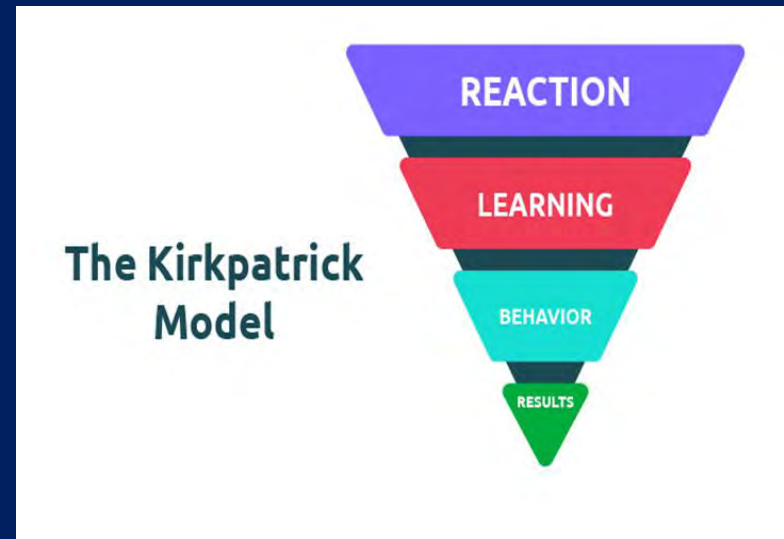
***Phase 2* – has the programme been successful in reducing or eliminating the identified training needs?**

Formative – feedback to needs analysis stage – is training operating as planned, can improvements be made – where?

Summative – is the training outcome consistent with the objectives/goals set?

Intra-organisational validity – will training work for other individuals/departments?

Inter-organisational validity – will training work in another organization?



The Kirkpatrick Model is a globally recognised method of evaluating the results of training programmes.

It assesses both formal and informal training and rates them against four levels of criteria: reaction, learning, behaviour, and results.

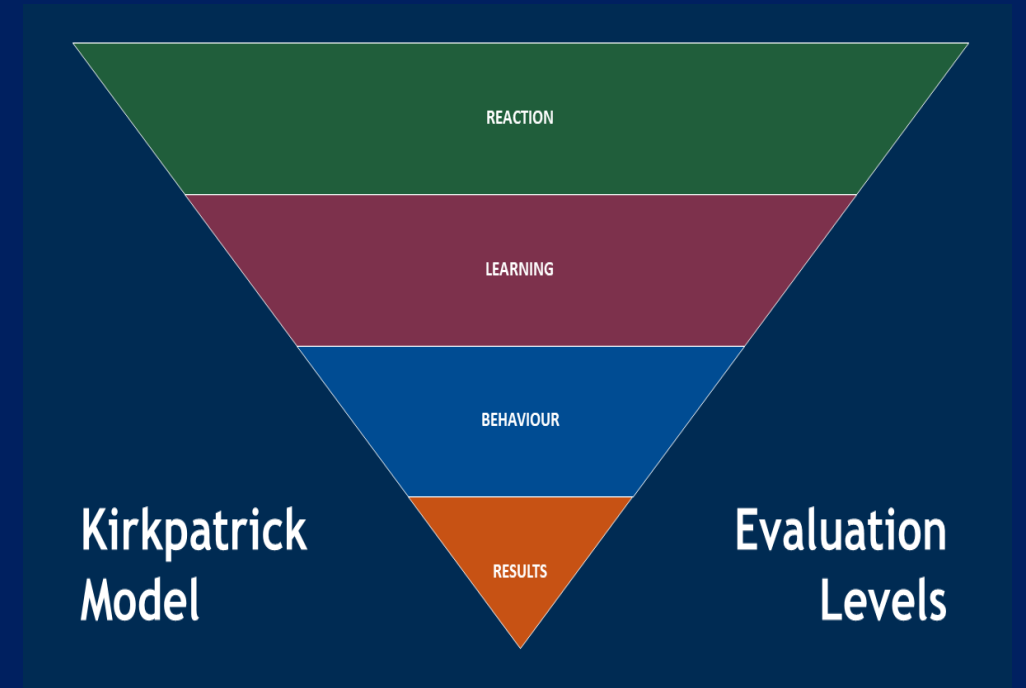
Kirkpatrick's 4 level Evaluation Approach

Reaction – *did participants like training?*

Learning – *did they learn?*

Impact – *has their job behaviour changed?*
evaluated by performance appraisal /
Manager ratings; or customer feedback survey

Results – *have the objectives been met?*



Results!

- **One-to-one discussions, employee surveys, official certification assessments and performance metrics are some ways to measure training effectiveness.**
- **The more data you collect on measurable outcomes, the easier it will be to quantify your Organisation's return on investment.**

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ASSESSMENTS

- **Participants will be asked to design and deliver a training programme in a field of their choice which should be presented as follows;**
- **A holistic training proposal which includes**
 - **The overall objective of the training**
 - **Expected Learning Outcomes**
 - **Pedagogical Guidelines and Procedures**
 - **Reading List (if any)**
 - **Training plan**
- **Presentation on the designed training proposal including a mock delivery of a portion of the designed training programme.**

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