*Theme:*

# Training Delivery and Evaluation

**Lecturer: Mr. Paul Gauci**

**Day 4: 9 March 2023**

Paul Gauci 2023

**21 ACADEMY**

**ICMPD**
International Centre for
Migration Policy Development

Funded by the Netherlands

**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**

Paul Gauci 2023

ICMPD
www.21Academy.education

# Delivering the Training



Paul Gauci 2023

# BUILDING CONFIDENCE and SPEAKING IN PUBLIC

Paul Gauci 2023

ICMPD

www.21Academy.education

# 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**

**Paul Gauci 2023**

**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.**



**Paul Gauci 2023**

**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.**

**Paul Gauci 2023**

www.21Academy.education

# 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.

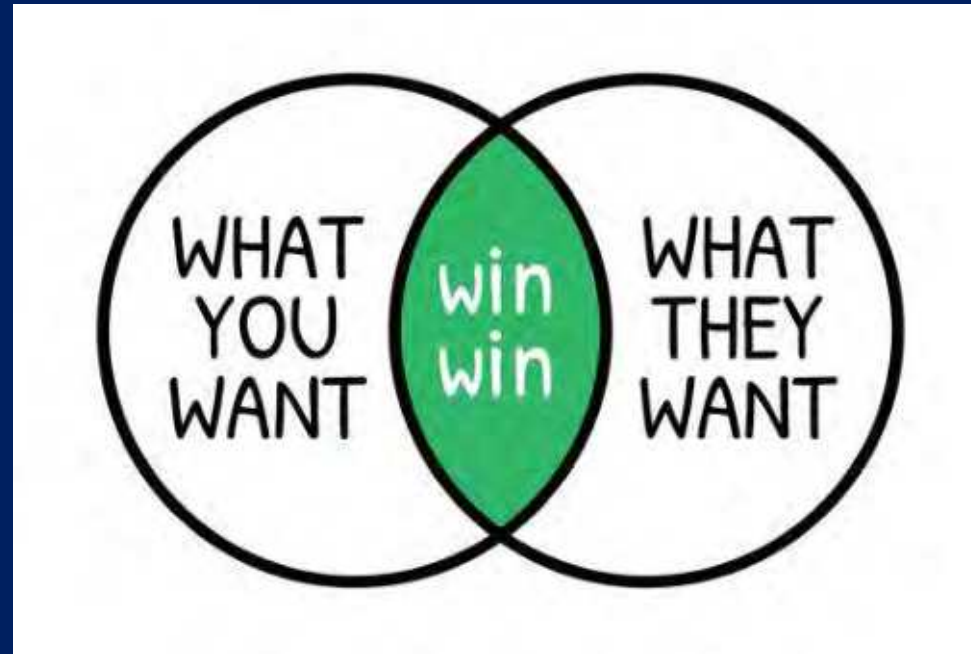# PREPARATION: Objective

**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**

Paul Gauci 2023

*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.*
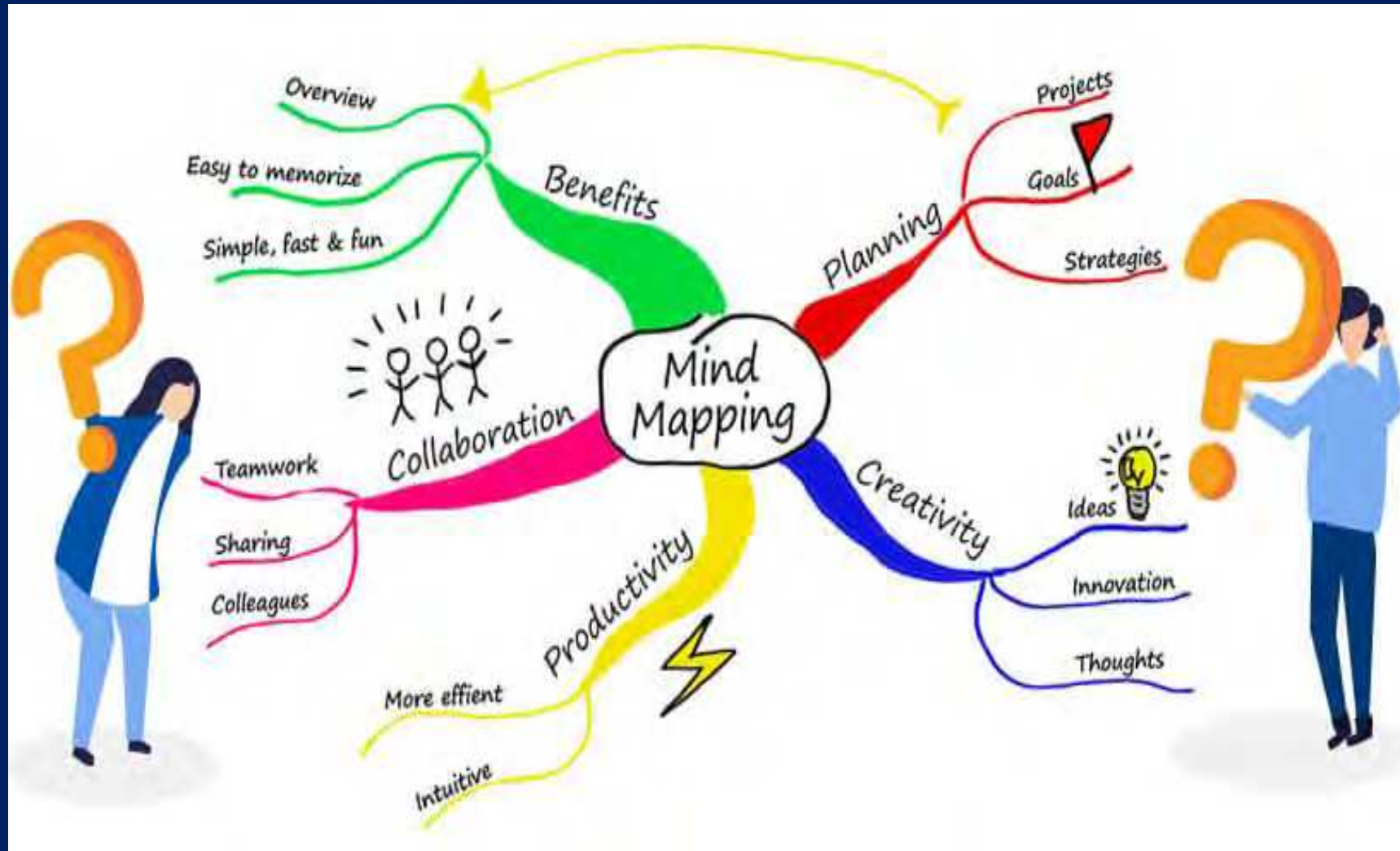
Paul Gauci 2023

# PREPARATION: Content (1)

## *WHERE?*

- EXPERIENCE

- DISCUSSING
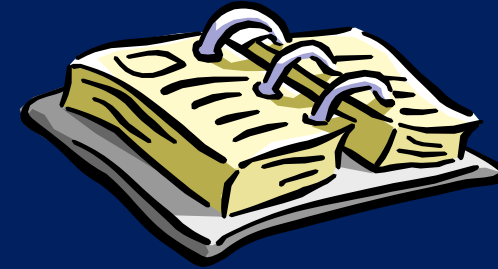
- FACT FINDING

- RESEARCH

# PREPARATION: Content (2)

## *HOW?*

- BRAINSTORM

- MIND-MAP

- POINTS FORM OR SCRIPT?

- OFFICE SOFTWARE

# Outlines vs Scripts

**Presentations are designed and organised more than written.**

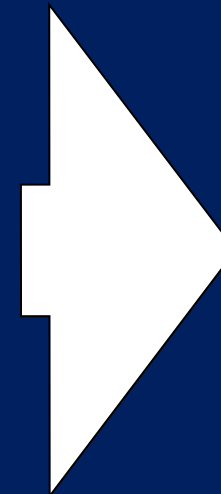**Build your presentation around three to five major ideas.**

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

# FOLLOW THE :

**'MUST'** **KNOW**

**'SHOULD'** **KNOW**

**'COULD'** **KNOW**

**R**

**U**

**L**

**E**

Paul Gauci 2023

# PRESENTATION NOTES

- SIMPLE AND EASY

- BOLD LETTERS

- COLOUR

- INCLUDE SCHEDULES FOR TIME AND VISUAL AIDS

# THE STRUCTURE

INTRO

# DEVELOPMENT

SUMMARY

ICMPD

www.21Academy.education

- **SPEAKER 'ENTRY'**

- **STATE OBJECTIVE**

- **SUBMIT AGENDA**

# BEGIN WITH BENEFITS

**W** *HAT'S*

**I** *N*

**I** *T*

**F** *OR*

**M** *E*



Paul Gauci 2023

# Why AGENDA?

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

# *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](https://www.youtube.com/watch?v=mbDipVRt5aE)

**Paul Gauci 2023**

# *TIP*

*First impressions count !*

**You have about 30 seconds to win over your audience.**

**This holds true even for a 'familiar' audience.**

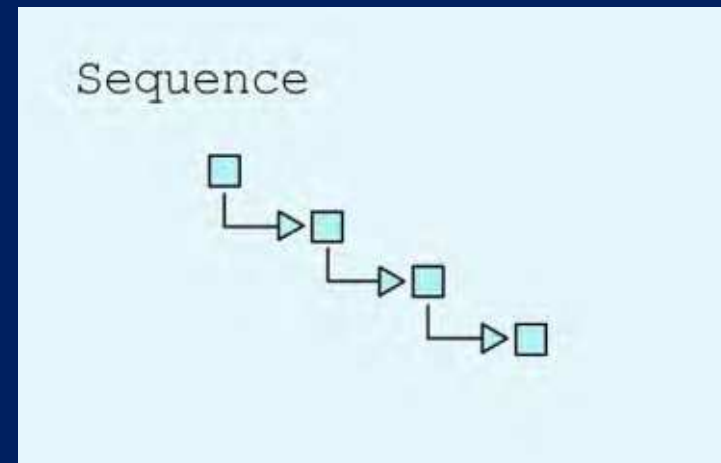*You've got to grab your audience,  or lose them!*

Paul Gauci 2023

# 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.**

**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'

Paul Gauci 2023

# Planning for: MAXIMUM RECALL

INFO INPUT

↓

SHORT TERM  →  INFO MEMORY FORGOTTEN

↓

LONG TERM  →  INFO MEMORY REMEMBERED

**Paul Gauci 2023**

# REACH LONG-TERM MEMORY THROUGH SOME SENSORY INPUTS

- EMPHASISE/REPEAT KEY POINTS

- VARY TONE OF VOICE

- USE VISUAL AIDS AS SECOND MEDIUM

- PROVIDE HANDOUTS

Paul Gauci 2023

# 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.**

**Paul Gauci 2023**

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.

**Paul Gauci 2023**

# 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**

**Paul Gauci 2023**

# 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.

Paul Gauci 2023

# 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.

Paul Gauci 2023

# 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:

Paul Gauci 2023

# 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.

**Paul Gauci 2023**

# 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.

www.21Academy.education

# 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.**

Paul Gauci 2023

# 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.**

**Paul Gauci 2023**
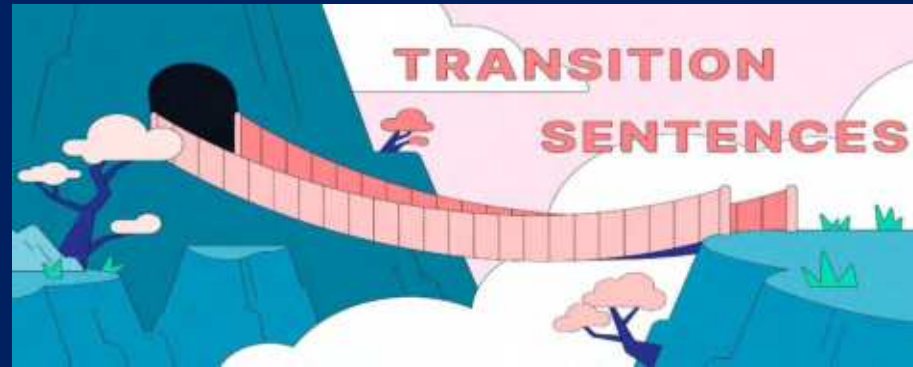
**The phrases that signal to the audience**
**that you are going from one point to the next.**

*'As I mentioned in my intro...'*

*'Let's first take a look at...'*

*'This leads us to...'*

**Paul Gauci 2023**

# 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.Whe you will be handling it at a later stage...**

**Paul Gauci 2023**

# SUMMARY

- SUMMARISE MAJOR POINTS

- CRYSTALLISE MESSAGE

- CHECK UNDERSTANDING and KEY LEARNING POINTS

- REQUEST ACTION

- SPEAKER 'EXIT'

www.21Academy.education

# SUMMARY

- **SUMMARISE MAJOR POINTS**

- **CRYSTALLISE MESSAGE**

- **CHECK UNDERSTANDING and KEY LEARNING POINTS**

- **REQUEST ACTION**

- **SPEAKER 'EXIT'**

Paul Gauci 2023

# 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.

Paul Gauci 2023

# 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**

**Paul Gauci 2023**

# REHEARSE!

**Do run through presentation**
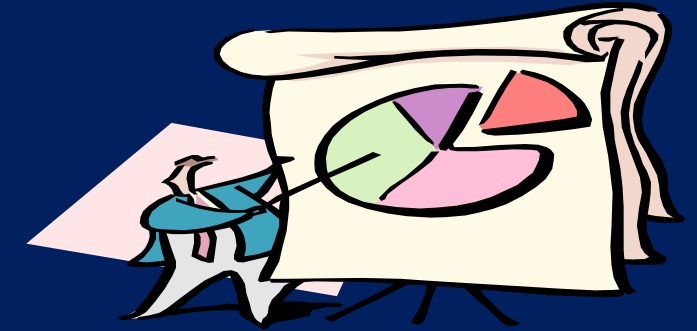
**MENTALLY, VERBALLY &  NON-VERBALLY**

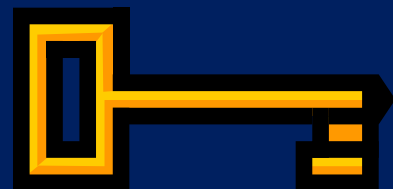**…to check for logical sequence, presentation style, timings and impact you would like to achieve.**

**Paul Gauci 2023**

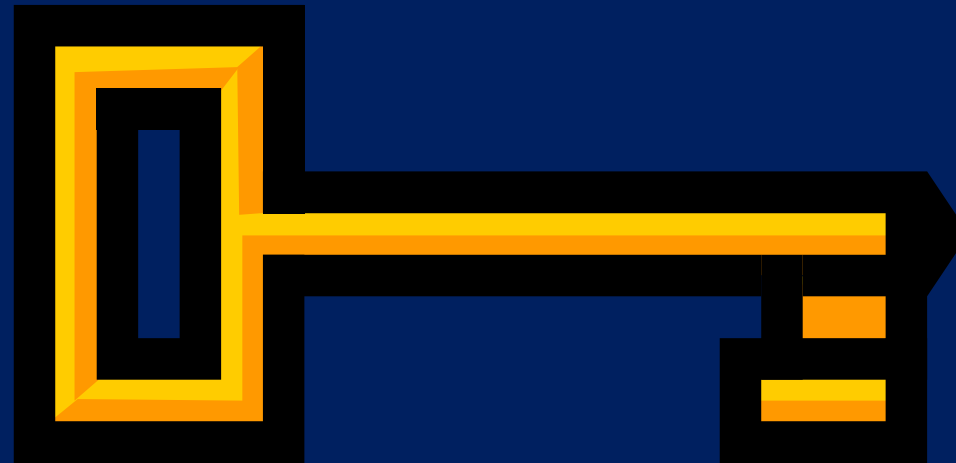# THE KEYS TO EFFECTIVE PRESENTATION
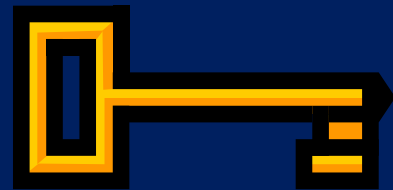
**PREPARE**
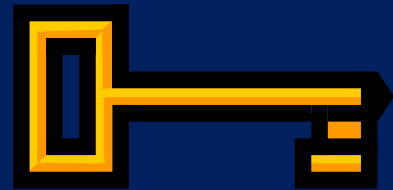
**PLAN**

**PRACTICE**

Paul Gauci 2023

# PERFORM !

Paul Gauci 2023

# 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.

ICMPD

21
ACADEMY

www.21Academy.education

# 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

**Paul Gauci 2023**

# Success

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

# Practicals!

**Paul Gauci 2023**

# 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.**



Paul Gauci 2023

ICMPD
www.21Academy.education

# 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.**

Paul Gauci 2023

- 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.**

Paul Gauci 2023

# 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.**

ICMPD
www.21Academy.education

- **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.

Paul Gauci 2023

- **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.

Paul Gauci 2023

# 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=GSjoO8KGxrc

# 5 minute Presentations

# 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.

Paul Gauci 2023

**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.

**Paul Gauci 2023**

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

Paul Gauci 2023

# 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*



Paul Gauci 2023

# 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:

•

•

**Paul Gauci 2023**

ICMPD

www.21Academy.education

*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?**

**Paul Gauci 2023**

The Kirkpatrick Model

REACTION
LEARNING
BEHAVIOR
RESULTS

**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.**

**Paul Gauci 2023**

# 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?*



Kirkpatrick Model — Evaluation Levels

REACTION
LEARNING
BEHAVIOUR
RESULTS

**Paul Gauci 2023**
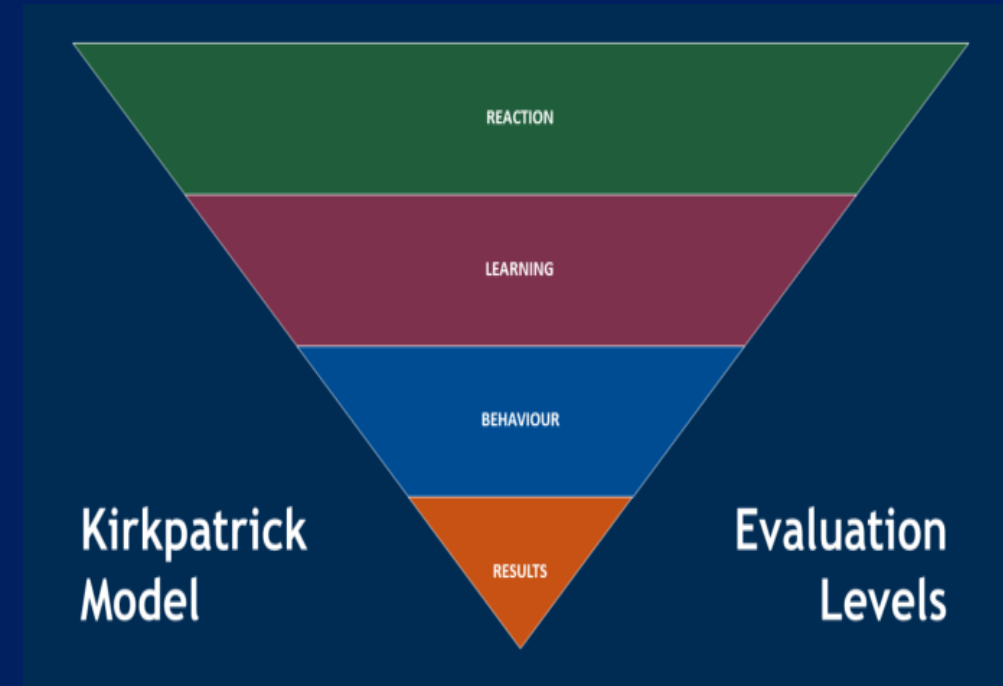
# Results!

- **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.**

# Training the Trainer Award

## 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.

Paul Gauci 2023

Paul Gauci 2023