 INNARCHIVE.COM - BACK TO BASICS COMMUNICATION TRAINING SESSION PLAN	TITLE	Communication – “People Business 3”
	TARGET GROUP	All new employees
	DURATION	2.5 hours
	VENUE	Training Room
	GROUP SIZE	Flexible
	TRAINED BY	Training Manager

PURPOSE

To develop the values open communication, respect, excellence and empowerment amongst team members by creating great first impressions, communicating in a positive manner and better understanding our guests.

SELECTION CRITERIA

All team members within probation period.

OUTCOMES




By the end of this session you will be able to:

1. Define the term etiquette
2. Demonstrate how to make sincere and professional eye contact
3. Show how to shake hands in a business situation
4. Demonstrate how to stand and walk straight
5. Exhibit positive and open body language
6. Interpret body cues
7. Replace negative phrases with positive alternatives

RESOURCES

AV Equipment: Data projector, CD player, video/DVD, Laptop	Handouts/workbook: Printout of Presentations; Etiquette Errors; Golf Etiquette Book (See Link in Presentation)	DVD's/Music: Body Language clips on Intranet; Music “In Your Eyes” by Kylie Minogue
Flipcharts and Whiteboard	Notebooks	Markers (Mixed Colours)
Pens	Give-aways, sweets	Hardback Book; Yardstick

ROOM SET-UP




-  U-shape, Theatre, Cabaret
-  Pads, pens, sweets on tables
-  Water / tea, coffee



BREAKS


Breaks should be approximately 10 mins every hour to maintain the attention span of participants. If it's not a full toilet/coffee/ smoke break then at least take a few minutes to stand-up, play some energising music, do stretches and refill cups with water.



Session Overview

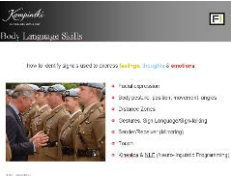
Setting the scene	Pre-session set up Welcome & introduction Icebreaker WIIFM (What's In It For Me)
Content	Company's Identity and Your Personal Identity Importance of Non-Verbal Communication Body Language Skills Activity
Break	10 min break Re-Cap
Content	Body Language Practice Activity Activity Body Language in the Workplace Positive Body Language Exercise
Re-Cap	Re-Cap Self Assessment
Wrap-up	Wrap up



Time	Topic	Learning Activity	Resources
20 min prior to start	Pre-session set up	Music playing “In Your Eyes” by Kylie Minogue AV equipment set up (laptop with internet connection, loudspeakers, screen) Books and yardstick visible (to create curiosity) Flipchart 1 on wall (Objectives) Opening presentation slide on screen	
5 min	Welcome Individual work Agenda Objectives	<ul style="list-style-type: none"> ✿ WELCOME!! & self introduction from trainer (if necessary) ✿ Please sign attendance list ✿ Q: In percent, how important do you think body language, tone of voice and words are when we communicate? A: Ask participants to write down their estimate on a piece of paper. The answer will be provided during the training session and the best reply(s) will be rewarded with a treat. ✿ WHAT we'll cover today – show slide ✿ HOW we'll work – participation, lots of questions and activities, stretch & smoke breaks, drink lots of water to stay focused, Evacuation – nearest exit, note paper & pens – take notes (but not the pens!), focus on participation, good learning & fun ✿ WHEN does the session finish & have breaks ✿ WHAT we'll learn during the session – review Flip Chart with objectives on the wall and show slide ✿ WHO is in the room with us today? Lets meet each other through a quick activity – Icebreaker 	  <p style="text-align: right;">Workbook #3</p>

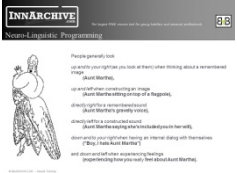

Time	Topic	Learning Activity	Resources
5-10 min	Icebreaker	<p>Introduce your neighbour by name and department and please tell us if they were an animal (or fruit/vegetable) what would they be?</p> <p>This will link in to the question about “Your unique identity” since the choice of animal; fruit/vegetable gives an indication of how the person is perceived by others.</p>	
15 min	<p>WIIFM (What’s In It For Me)</p> <p>The importance of etiquette</p> <p>Activity</p> <p>Debrief</p>	<p>✿ WHY are we here?</p> <p>Q: What is the definition of “Etiquette” and does everyone share the same “Etiquette”?</p> <p>A:</p> <ul style="list-style-type: none"> ✿ Established/agreed set of rules and social behaviour that enables groups of people to live together ✿ Different groups and cultures may practice different forms of etiquette <p>Example: “Good Sportsmen” share a certain code of conduct/etiquette, i.e. fair, not sore loser etc. but still certain sports have their own etiquette, i.e. golf etiquette which is very strict and detailed (<i>Trainer’s note: Show a golf etiquette book if you can get one</i>).</p> <p>Q: Which elements of behaviour are there?</p> <p>A: Words but also unspoken messages, gestures.</p> <p>Conclusion: By better understanding general etiquette rules and displaying positive non-verbal communication you will be better accepted, respected and liked by peers and guests. This will benefit you inside and outside the workplace.</p> <p>Take a look at the image on the screen and try to find the 10 etiquette errors.</p> <p>Jot down the answers on the Flip Chart as they are being said and then discuss each as</p>	 <p>Workbook #4</p> 



Time	Topic	Learning Activity	Resources
		<p>explained below the picture in the workbook.</p> <p>These are some etiquette basics and as you see there are reasons behind why we do things the way we do. Being aware of etiquette is crucial and expected in your professional life, especially in the luxury hospitality business!</p>	<p>Workbook #5</p>
5 min	<p>Company's Unique Identity and your personal identity</p>	<p>Q: Who remembers Company's Unique Identity? A: Luxury, personalised, loyalty, diverse, relationships, management know how.</p> <p>Q: What does it mean to be a Signature as opposed to just a brand? A:</p> <ul style="list-style-type: none"> ✿ Every property is different ✿ Individualised service <p>Our external brand promise therefore is to be Remarkable Warm, to be Surprisingly Daring, to Create a Remarkable Journey and to know how to life (Savoir Vivre, consists of Culture, Beauty, Gourmet)</p> <p>Remember during Orientation we discussed that this is how Company would like to be perceived and that this perception is directly influenced by the way we behave. We also discussed that there are parts of identity that can and cannot be influenced and adjusted.</p> <ul style="list-style-type: none"> ✿ We could never be surprisingly warm to our guests if we were not people oriented ✿ We could not be daring if we were not entrepreneurial, hence empowered and ready to take a risk ✿ We could not be witty if we were not straightforward ✿ We could not offer savoir-vivre if we were not passionate about European luxury ✿ We could not take our guests on a remarkable journey if we did not create traditions <p>So, have you ever thought about what your identity is? How did you feel when your neighbour said which animal, fruit/vegetable they thought you were most like? Would</p>	


Time	Topic	Learning Activity	Resources
		<p>you have chosen the same? Note: If you were surprised or do not agree with the your neighbour's choice you may be behaving in a way that you are not aware of but which is influencing the way you are perceived.</p> <p>Understanding non-verbal communication will help you better understand your image and at the same time it will help you better understand others, including our guests.</p>	
5 min	<p>Did you know? Importance of non-verbal communication</p>	<p>Take out your pieces of paper and share with us your estimates (allow people to shout into the room by using eye contact or a phrase like “65%? Who offers more?!”)</p> <p><i>Trainer's note: Move to slide to show percentages after the “guessing activity”. The participants with the closest answers receive a gift or sweet.</i></p> <p><i>Each time your show the question, you must click in order to receive the correct % figure. When this is shown, and the sweet has been distributed, click again to show the next question, followed by the % figure, etc....</i></p> <p>After you have show the 4 questions & answers, ask the audience the following:</p> <p>Q: If these numbers are true, do you think we allocate enough time and effort on this part of our communication? A: No!</p>	 <p>Workbook #6</p>
25 min	<p>Body language skills</p> <p>(PLEASE CHANGE THE</p>	<p>This is why today I would like to equip you with some skills and awareness so that you can practice on your own.</p> <p>Q: What kind of non-verbal behaviour gives us indications what people are thinking and/or feeling? A1: Facial expression</p> <p>Do you know that researchers claim that hundreds of thousands of facial expressions are</p>	



Time	Topic	Learning Activity	Resources
	<p>PICTURE “PRINCE CHARLES”!!</p> <p>DEPENDING ON YOUR CULTURAL SENSIVITY!!!</p>	<p>possible?</p> <p>Q: Which facial expressions do you know and what do they mean to you? (Trainer’s note: Ask group to show these expressions when they talk about them.)</p> <p>A:</p> <ul style="list-style-type: none"> ✿ Smile – glad ✿ Frown – sad ✿ Eyebrow lifting – sceptical ✿ Forehead crunching – don’t understand ✿ ... <p>A2: Posture, movements, angles</p> <p>Q: Which examples can you give and show?</p> <p>A:</p> <ul style="list-style-type: none"> ✿ Body (even feet) turned away – busy, not interested (“cold shoulder”) ✿ Leaning forward – interested ✿ ... <p>A3: Distance Zones</p> <p>Q: What does the distance between two people tell us?</p> <p>A: Closeness of relationship, intimacy</p>	<p>Consult link on materials page</p> <p>Workbook #6</p>
	<p>Body language skills cont’d.</p>	<p>A4: Gestures, sign talking</p> <p>Q: Who can show some gestures and explain what we associate with them?</p> <p>A:</p> <ul style="list-style-type: none"> ✿ Speaking with hands – passionate/extrovert ✿ Pointing finger – accusing ✿ Lifting finger – attention ✿ Hands in air, palms showing outwards – I give up, not guilty 	


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		<p><i>Trainer's note: Be careful with sign language because certain signs can mean different things in different countries, i.e. American A-ok sign is an insult in Italy.</i></p> <p>A5: Sender/Receiver (mirroring)</p> <p>Q: What do you think mirroring means? A: When your counterpart “imitates” your movements, expressions, even words.</p> <p>Q: What does this behaviour indicate? A: It shows that two people are “in-synch”, agreement, comfort</p> <p><i>Trainer's note: We will see how we can use this professionally in a moment.</i></p> <p>A6: Touch</p> <p>Q: Which messages can touch bring across? A:</p> <ul style="list-style-type: none"> 🌸 Push – aggression 🌸 Stroke on arm – sympathy/empathy 🌸 Handing something and coincidental brushing – sexual attraction 🌸 ... <p><i>Trainer's note: So guys (and girls) pay close attention – this will help you with your dating endeavours, too!</i></p>	<p>Workbook #6</p>  <p>Workbook #6</p>
	<p>Body language skills cont'd</p>	<p>A7: NLP</p> <p>Q: Who has heard about Neuro-linguistic Programming? A: NLP is based on the idea that mind, body and language interact to create an individual's perception of the world and that perception, and hence behaviour, can be changed by the application of a variety of techniques.</p>	 <p>Workbook #6</p>


Time	Topic	Learning Activity	Resources
	<p style="text-align: center;">Activity (optional)</p> <p style="text-align: center;">(Slide number 11 is hidden, if you would like to undertake this activity, kindly “UNHIDE” the slide</p> <p style="text-align: center;">(right mouse click)</p>	<p>NLP says that depending whether you are feeling, thinking, hearing, or seeing something in your mind your eye movement will change. This can help us understand what is going on inside someone. Practice with the examples on the slide or with the example of a picture.</p> <ul style="list-style-type: none"> ✿ Think of your favourite picture/painting at home – what does it look like? ✿ Think of the picture/painting in another location in your home. ✿ Think of the noise when hammering the nail in the wall when hanging the picture. ✿ Think of your partner telling you that the picture is crooked. ✿ Think about telling yourself “I hate it when they interfere!” ✿ Now feel what you REALLY feel about this person. <p>Q: Did you notice that your eye movement changed? A: Yes!</p>	
10 min	Stretch break	<p>Encourage participants to drink water to keep hydrated to stay alert & awake. Before they leave the room, you can lead participant you can lead participants in some simple stretches to groovy music – it’s a bit of fun and makes a difference in their attention span.</p>	
3 min	Mini re-cap	<p>Q: What are the key points you have retained so far? A:</p> <ul style="list-style-type: none"> ✿ Etiquette and non-verbal communication are important to the way we are perceived and the way we perceive others. ✿ There are different areas and signs of non-verbal communication, such as facial expression, posture etc. ✿ It is possible for us to understand the meaning of these signs 	<p style="text-align: center;">Workbook #7</p>




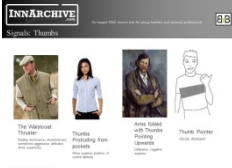
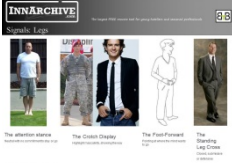
Time	Topic	Learning Activity	Resources
		<p><i>Trainer's note: Click link to smile slide.</i></p> <p>A smile is not a smile, though. A genuine smile involves over 80 muscles, including certain eye muscles that only very few people are able to voluntarily move.</p>	 <p>Workbook #8</p>
	<p>Posture</p>	<p>I am sure you all remember being encouraged by your parents to “stand up straight”!</p> <p><i>Trainer's note: Click link to standing straight slide.</i></p> <p>Q: How do like the models' posture? A: Professional, attractive.</p> <p>Q: How do you know if you are standing straight? A: There are two good ways to check if you are standing straight:</p> <ul style="list-style-type: none"> ✿ One is to get up against a wall. Your are standing straight if your heels, your behind, your shoulder blades and the back of your head are touching the wall (<i>Trainer's note: Demonstrate and let group try.</i>) ✿ Second is the famous book on the head exercise (<i>Trainer's note: Demonstrate and pick one or two in the group to try.</i>) <p>Q: How did standing straight feel? A: Maybe awkward because most people have a tendency to slouch, however standing straight is the healthiest for your spine which is very important in our industry where we stand and walk a lot – so do yourself a favour and stand straight!</p>	 <p>Workbook #9</p>

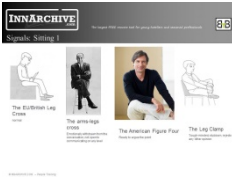



Time	Topic	Learning Activity	Resources
		<p>This may sound silly, but there is more to standing than meets the eye. (<i>Trainer's note: Ask for a couple of volunteers.</i>)</p> <p>Let's start from the bottom.</p> <p>Q: How should your feet and your legs be? A: Feet shoulder-width apart and pointing forward (this position gives you most stability. Your legs should be straight. You can alternate placing one foot a bit forward as this is most comfortable.</p>	
	<p>Posture cont'd</p>	<p>Q: What impression do you make if your legs are far apart? A: Aggressive.</p> <p>In body language, this is call impressive behaviour.</p> <p>Q: What does an angry cat look like? What do birds do when they are ready to attack? Have you ever sat on a frightened horse (I have...but not for long...). A: The cat's fur stands on end, birds "ruffle" their feathers and horses rear. Instinctively, animals try to appear larger when frightened or in danger in order to impress their opponent. We have evolved but still share some of the same instincts. Legs ajar, hands on hips etc. make us look bigger so it is often interpreted as aggression, defence or power.</p> <p>Feet forward, legs shoulder-width.</p> <p>Q: What do we do with our hands? A: Either loosely behind your back (no Napoleon posture). Or simply by your sides. This makes them readily available to help.</p> <p>Q: What do you think about folding your hands in front? A: Only during an 11-metre shot in a football match! It looks like you are protecting something. And, did you know that a person's glance goes from head to toe and up again.</p>	 <p>Workbook #9</p>




Time	Topic	Learning Activity	Resources
		<p>Having your hands “there” attracts the other’s glance and it will stop there for a moment. Now, do you want people looking there?</p>	
	<p>Posture cont’d</p>	<p>Since you do not only stand all day, let’s take a look at walking.</p> <p>Q: How fast should you walk? (<i>Trainer’s note: Demonstrate leisurely walk, dragging feet and ask “like this?”</i>)</p> <p>A: One of the first things you learn in hotels is the “hotel walk”. This means that we should always look like we are going somewhere. We should appear busy without being hectic.</p> <p>Please avoid running as it gives an un-organised impression and it is dangerous.</p> <p>Q: What about your arms when you walk?</p> <p>A: Be careful not to sway them too much.</p> <p><i>Trainer’s note: Let someone demonstrate proper walk.</i></p> <p>Let’s stay in the area of arms and hands for a moment and talk about handshakes as this is quite an important and sometimes “tricky” topic at work and in private life.</p> <p>Q: Who shakes whose hand in private situations?</p> <p>A: The more senior offers their hand to the more junior, the older to the younger, and the lady to the gentleman.</p> <p>Q: When do we shake hands in the hotel?</p> <p>A: Only when the guest takes the initiative. They decide how much body contact they are willing to make. Think of different cultures, too (Arab ladies, Asians etc.).</p> <p>Q: Which rules do you know regarding handshakes?</p> <p>A:</p> <ul style="list-style-type: none"> ✿ Not too soft (dead fish) because it symbolises a weak personality 	 <p>Workbook #9</p>  <p>Workbook #9</p>


Time	Topic	Learning Activity	Resources
	Zone Distances	<p><i>Trainer's note: Click link to zone slide. Ask for a volunteer. Using the yard stick demonstrate distances between yourself and the volunteer.</i></p> <p>Public Zone – this is when you are sharing public space with others, i.e. in a shopping mall. There is no interaction.</p> <p>Social Zone – this is when you are approaching someone or vice versa. This is when eye contact, smile and greeting are appropriate.</p> <p>Personal Zone – this when you are making it a point to communicate with a specific person, conversation.</p> <p>Intimate Zone – We should not get this close to our guests.</p> <p>These distances are just guidelines, though since every person has different comfort zones.</p>	 <p>Workbook #10</p>
	<p>Activity</p> <p>Debrief</p>	<p><i>Trainer's note: Ask for two volunteers to demonstrate.</i></p> <p>Volunteers stand across from each other on each side of the room. One person is briefed to walk towards the other and to stop when they feel they are at a comfortable and appropriate distance. The standing volunteer is briefed to stay stop as soon as they feel the other is coming to close.</p> <p>People have different personal and intimate zones.</p>	
	Body language	<p>We will look at some examples of open and closed body language in a moment but let's take a moment to look at interaction. You can greatly improve the outcome of your meetings, negotiations, interviews etc. by paying attention to how you interact.</p> <p>Q: Have you ever watched people in a café or restaurant interacting with each</p>	


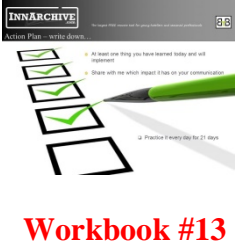
Time	Topic	Learning Activity	Resources
		<p>other? What have you noticed in the way they move and behave? A: When one person takes a sip of coffee, the other usually will, too. When one crosses their legs, the other will follow etc.</p> <p>Q: Are there any smokers in the room? Do you smoke more or less when you go out with other smokers? A: More, since we usually light up when someone else in the group does, not when one usually would have.</p> <p>This is called “mirroring”. We do this when speaking my repeating words or phrases and when interacting by copying movements. This happens unconsciously but is very powerful because it creates the feeling of being on the same wavelength and being understood.</p> <p>When using this technique consciously, be careful not to exaggerate but do pay attention to mutual body language, especially if you feel that an interaction is not going smoothly.</p>	
<p>2 min</p> <p>20 min</p>	<p>Body language cont’d.</p> <p>Mini re-cap</p> <p>Practice</p>	<p>Let’s see if we can use this knowledge to interpret others’ body language.</p> <p>Before we continue, though take a moment to look over your notes again and write down the most important things you remember about body language and non-verbal communication.</p> <p><i>Trainer’s note: Click on link to Kevin Hogan site and discuss the couple’s body language. First impression/reaction followed by analysis.</i></p> <p>This next slides show some “typical” body language messages. It is interesting because it exhibits how body language can be a sub-conscious expression of inner thoughts and feelings.</p>	

Time	Topic	Learning Activity	Resources
	Signals: Smiles	<i>Trainer's note: Go through each picture displaying first the picture whilst asking the participants what they think it means. Then show the explanation underneath the picture.</i>	
	Signals: Arms	<i>Trainer's note: Go through each picture displaying first the picture whilst asking the participants what they think it means. Then show the explanation underneath the picture.</i>	
	Signals: Hands	<i>Trainer's note: Go through each picture displaying first the picture whilst asking the participants what they think it means. Then show the explanation underneath the picture.</i>	
	Signals: Thumbs	<i>Trainer's note: Go through each picture displaying first the picture whilst asking the participants what they think it means. Then show the explanation underneath the picture.</i>	
	Signals: Legs	<i>Trainer's note: Go through each picture displaying first the picture whilst asking the participants what they think it means. Then show the explanation underneath the picture.</i>	

Time	Topic	Learning Activity	Resources
	<p>Signals: Sitting 1</p>	<p><i>Trainer's note: Go through each picture displaying first the picture whilst asking the participants what they think it means. Then show the explanation underneath the picture.</i></p>	
	<p>Signals: Sitting 2</p>	<p><i>Trainer's note: Go through each picture displaying first the picture whilst asking the participants what they think it means. Then show the explanation underneath the picture.</i></p>	
	<p>Lying Gesture</p>	<p><i>Show some example of Lying Gestures and make a discussion with the team, ask them if they agree to these gestures and in which situations they think, those pictures have been taken!?</i></p>	
<p>10 min</p>	<p>Body language in the workplace</p>	<p>Now let's look at some body language in the workplace.</p> <p>Q: What do you like about the images on this slide? A: Open, smile, well-groomed, in line etc.</p> <p>I like this last slide because it shows well how our guests see us in the hotel and which conclusions they may make depending on our behaviour.</p>	

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		<p>Take a moment to look at both pictures and with your neighbour make up the story behind each picture – what is happening there.</p> <p><i>Trainer's note: Ask groups to tell their stories.</i></p> <ol style="list-style-type: none"> 1. This picture tells a positive story. The lady may be asking for advice or telling a story and the man is thinking about it. 2. This picture tells a negative story. The lady is upset with the gentleman and he is sulking/feels bad. <p>Q: The pictures are almost the same, why are the stories so different. A: Because of the difference in body language.</p>	 <p>Workbook #10</p>																						
	<p>Body language in the workplace cont'd.</p>	<p>Q: What does this mean for us when we are “on stage”? A: It means that guests will make assumptions about us, even from a distance according to our body language.</p>	 <p>Workbook #10</p>																						
<p>15 min</p>	<p>Positive language</p>	<p>Finally, I would like to share with you a tool which can greatly improve your communication skills and your “aura” through a small exercise and some practice.</p> <p>Q: How do language and body language interact? A: Positive language produces positive body language and vice versa – it is a circle.</p> <p>If this is the case, the opposite must hold true, also. I will show you a famous example.</p> <p>Say “no problem” and shake your head.</p>	 <p>Positive Language</p> <p>Research suggests that positive body posture helps us better understand the statements using negative language and vice versa.</p> <p>These statements capture precisely the action you wish to be taken and are simply more fun to hear!</p> <table border="1"> <thead> <tr> <th>Do for (negative):</th> <th>From now on (positive):</th> </tr> </thead> <tbody> <tr> <td>Look</td> <td>.....</td> </tr> <tr> <td>Stand</td> <td>.....</td> </tr> <tr> <td>Slump</td> <td>.....</td> </tr> <tr> <td>Shrug</td> <td>.....</td> </tr> <tr> <td>Don't do that</td> <td>.....</td> </tr> <tr> <td>Don't do that again</td> <td>.....</td> </tr> <tr> <td>Don't understand you</td> <td>.....</td> </tr> <tr> <td>Can't help you in anything I can do</td> <td>.....</td> </tr> <tr> <td>No problem</td> <td>.....</td> </tr> <tr> <td>The problem is</td> <td>.....</td> </tr> </tbody> </table>	Do for (negative):	From now on (positive):	Look	Stand	Slump	Shrug	Don't do that	Don't do that again	Don't understand you	Can't help you in anything I can do	No problem	The problem is
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		<p>Ask someone to try to say “no problem” while nodding. (It feels funny).</p> <p>Other frequently used negative phrases and words are “unfortunately”, “I am not sure” and “I don’t know”. After today’s session listen for these phrases – you will be surprised how often you hear yourself and others say them.</p> <p>So, let’s start making it a habit to replace negative words and phrases which evoke negative body language with positive ones.</p>	<p>Workbook #11</p>
	<p>Positive language Exercise</p>	<p>On your own, take 3 minutes and find a more positive way to say the phrases on the slide. Discuss together.</p> <ul style="list-style-type: none"> ✿ Yeah – Yes ✿ What? – Excuse me/Pardon me ✿ Huuuuuhhh? - Excuse me/Pardon me ✿ I am not sure – I will check for you (this already implies you are not sure) ✿ Ms. Xyz is not there – Ms. Xyz will be back in ✿ I didn’t understand you – Could you kindly repeat ✿ There is nothing I can do – May I suggest (solutions) ✿ Mr. Xyz is in a meeting – Mr. Xyz will be back in.... (Managers and meetings have a bad reputation) ✿ No problem – My pleasure ✿ The problem is – What I recommend is.... 	 <p>Workbook #11</p>

Time	Topic	Learning Activity	Resources
5 min	Objectives	<p><i>Trainer's note: Before going back to the objectives, ask which questions are still open.</i></p> <p>Objectives:</p> <ul style="list-style-type: none"> ✿ Define the term etiquette. ✿ Demonstrate ho to make sincere and professional eye contact. ✿ Show how to shake hands in a business situation. ✿ Demonstrate how to stand and walk straight. ✿ Exhibit positive and open body language. ✿ Replace negative phrases with positive alternatives. <p>In groups, please verify that these objectives have been met.</p> <p><i>Trainer's note: Circulate in the room and "spot-check" outcomes.</i></p>	
5 min	Formal assessment	<p><i>Trainer's note: Ask participants to fill out the training action plan form and return back to you. Forward a copy to the relevant supervisors or Department Head who will then follow-up in the workplace and feed-back to you.</i></p>	
	Wrap up	<p>Participants complete the Training Evaluation Form.</p> <p>“Thank-you and good luck!”</p>	

FOLLOW-UP ACTIVITY

Time	Topic	Learning Activity	Resources
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- ✿ Incentive: Have a monthly or quarterly “best groomed” award and offer spa-vouchers, cosmetic items etc.
- ✿ Department Heads to follow-up on action plans.
- ✿ Catch team members communicating positively and praise.