



# Is the Licensed Trainer route right for your organisation?

Information for organisations considering the 'train the trainer' route for the Outcomes Star™



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# An introduction to the Licensed Trainer route

This guide explains what it involves and what the benefits can be, so that you can decide if the Licensed Trainer route is right for your organisation. If you have any questions or if you would like more support from Triangle with any aspects of the Licensed Trainer route, get in touch with us on 0207 272 8765 or [info@triangleconsulting.co.uk](mailto:info@triangleconsulting.co.uk).

## 1 What is the Licensed Trainer (LT) route?

It is the 'train-the-trainer' offer from Triangle Consulting Social Enterprise, the creators of the Outcomes Star. A Licensed Trainer is someone who has been trained and licensed by Triangle to run the core training programme for the Outcomes Star within their organisation. Core Star training is a mandatory requirement for anyone using the Star with service users, and it can only be provided by Triangle or under licence from Triangle.

The route provides flexibility for organisations wishing to roll out the Star at scale, whilst promoting consistent and professional use of the Outcomes Stars. This helps ensure the Star is used effectively, positively and accurately to support and measure change when working with people.

LTs are licensed to run Star training within their employing organisation only. Triangle do make exceptions but it must be agreed in writing with us.

## 2 How do you become a Licensed Trainer?

Licensed Trainers must fill in an application form, complete two-day train-the-trainer training (either through an in-house or open course) and must have an active annual LT licence.

The first years cost includes the train-the-trainer training, comprehensive materials including the Training Manual and ongoing support from Triangle. Subsequent annual renewals include ongoing support and an annual development day with other LTs. Contact Triangle for current costs.

Star Licences for individual staff members to use the Star with service users are not included. Your organisation will need to arrange licences for these members of staff separately.

## 3 Why choose the Licensed Trainer route?

Organisations choose to take the Licensed Trainer route for a number of different reasons. For organisations with a large number of staff to train, or with a high turnover of staff or volunteers, this route can make more financial sense than purchasing individual training sessions from Triangle.

In addition, Licensed Trainers can give you more flexibility around your approach to Star training. For example, although there is a standard programme for Core Star training, LTs can break this up into bite-sized chunks that work for your organisation – either to complement other pieces of training and development, or to give people to chance to try completing one or two Stars between training sessions.

Another key benefit of the Licensed Trainer option is the creation of a legacy of skills and expertise about the Star within your organisation – building competency over time, demonstrating commitment to quality for funders and other stakeholders, championing good practice and helping to connect the Star into the ongoing development of your services and support.

## 4 Who can be a Licensed Trainer?

Although it is great if they do, Licensed Trainers do not need to have a training qualification. However they do need to have some existing competence in delivering training. The two-day train-the-trainer training will give individuals

the skills and knowledge they need to run Star training sessions – but it is not designed to equip people to become trainers without any prior experience.

The other key requirement is capacity. LTs must have the time to train on a regular basis in order to keep their skill and confidence level high, and they must have the willingness of their managers to release them to train. The 'ideal' situation is for an LT to be a skilled trainer with experience of direct work with the client group your service or project supports, and if possible, some previous experience of using the Star. Non-practitioners can work well too, but they do need to be seen as credible by those staff who may be more resistant to change.

Co-delivery of training with two or more LTs can work well to bring a blend of skills into the room. Although this does have implications for costs and for the capacity to train in high numbers, we estimate that around 50% of LTs currently cotrain with other Licensed Trainer colleagues.

Before someone can become an LT, they must have an understanding of the Outcomes Star. This is usually achieved through them having completed the core Star training prior to going on the two-day LT training course, and/or extensively using the Star in practice. If your staff do not have this in place, Triangle will work with you to address this at no extra cost.

## 5 How many Licensed Trainers do we need?

This is a bit like 'how long is a piece of string?' and is best worked out through discussion with Triangle as it depends on the context of your organisation.

You should consider how many staff you need to train, over how many weeks/months and the impact of staff turnover or new starters. As a rule of thumb, unless the LT is a full-time Star trainer, our experience has shown that on average, one LT can train between 12 and 25 people a month.

One thing to consider is that if you have large numbers of staff to train to get the Star implemented, then you can start with a higher number of LTs for Year 1. Then, you can reduce the number in subsequent years to cover refresher training and new starters.

A number of organisations have taken the decision to advertise the LT opportunity to their staff and then 'recruit' people who meet the key requirements and who have the capacity to train. The recruitment processes have included interviews, test training activities or group presentations – and in most cases there have been more applicants than LT places! We find that potential LTs are often much more engaged if they have been recruited in this way rather than 'picked' by managers.

### Contact Triangle for further information

-  [www.outcomesstar.org.uk](http://www.outcomesstar.org.uk)
-  [info@triangleconsulting.co.uk](mailto:info@triangleconsulting.co.uk)
-  +44 (0)20 7272 8765

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## 6 What do Licensed Trainers get?

Each Licensed Trainer annual licence includes:

- An annual licence to run Star training within the employing organisation, starting from the date their LT certificate is awarded
- One Basic licence (Type 2) to use any version of the Outcomes Star on paper with service users
- A place on an open or in-house two-day 'train-the-trainer' training course, run by Triangle
- A copy of the Outcomes Star Training Manual for core Star training, with trainer notes, exercises and demonstrations – regularly updated with a new edition launched 2016
- Access to all other necessary training materials including PowerPoint slides and handouts
- An email/ring back support service from a named member of Triangle's Training team – LTs will receive a rapid response either by email or telephone
- Regular email updates from Triangle, including new versions of the Outcomes Star as they are published
- In Year 2 and subsequent years, a place at an open or in-house development day, to support your own professional development, network with other Licensed Trainers and receive new resources and updates from Triangle about the Outcomes Star

The Licensed Trainer annual licence does not include:

- Star licences (Type 1, Type 2 or Type 3) for members of staff trained by Licensed Trainers to use the
- Outcomes Star with service users – these need to be arranged separately with Triangle
- Permission to run core Star training outside of your employing organisation, unless agreed in writing with Triangle.

## 7 What should people expect from the two-day 'train-the-trainer' training course?

Below is a short overview of the two day course - participants will be provided with all essential information about what the course will involve, including the full core competency framework for LTs, prior to the training.

### Aims of the course

To ensure that participants are competent and confident to deliver core Outcomes Star training in their organisation.

### Training methods

Observing an existing trainer, Reflective learning, Questions and discussion, Observed practice.

### Required preparation

- An understanding of the Outcomes Star
- Reading 'Essential pre-course info' and 'Pre-course reading'.

### Day 1

Breaking down the core Star training by observing and learning from an existing trainer.

### In between Day 1 and Day 2

Preparing to deliver one allocated session from core Star training – materials will be provided.

### Day 2

Delivering the allocated session to the group, which will be assessed by Triangle against the core competency framework.

## Summary of the core competency framework

- Star Knowledge
  - Have a good understanding of the Outcomes Star approach, it's key purpose and background
  - Demonstrate a good understanding of the key features of the Star
  - Have a good understanding of the Journey of Change and how it relates to service users and interventions.
- Training Skills
  - Deliver learning using teaching methods that engage learners and produce a positive learning environment
  - Confidently and clearly set training exercises and involve participants
  - Facilitate group discussions about the Star, encouraging participation and responding appropriately to questions.
- Star Online (optional)
  - Demonstrate an understanding of the key features of the Star Online and clearly communicate instructions to participants.

## 8 Is there anything else to consider when choosing the Licensed Trainer route?

### Be prepared to get started

We strongly recommend that you arrange Star licences for the managers and workers who will be using the Outcomes Star well in advance of your LTs completing their training course. Having Star licences in place means staff will be able to get immediate access to the Star materials they need, and LTs can give members of staff accurate information about how to get started with the Star.

We have also found that the services who get the most of out of the Star don't leave too long a gap between training staff and implementing the Star – the best option is to get people using the Star within a week or two of their training.

### Involve Licensed Trainers with implementation of the Star across the organisation

Another best practice tip is to involve the LTs in work around the implementation of the Star – for example around how the Star fits with existing assessment and paperwork. The staff they train will be worried about these practicalities, so the more informed an LT is and the more they can help manage any anxiety, the better.

It has also proven useful to do this on an ongoing basis – for example, by engaging LTs as part of an implementation Steering Group or involving them in team meetings. This can help services to pick up intelligence around how staff are working with the Star and can help you overcome any issues you may face in implementing the Star or improve the quality of how it used with service users.

The introduction of the Star had an extraordinary impact on how we approached our work and it changed comprehensively the ethos of the service as well as every aspect of service delivery.

**Operations Manager, national charity**

## Understand the Outcomes Star and respect its copyright

Lastly, we have found that it is vital that LTs have a clear understanding of the copyright terms of the Outcomes Star.

As the Outcomes Star is a licensed tool protected by copyright, no changes or adaptations may be made and no derivative works can be created – all of which is explained in more detail in the Licensed Trainers pre-course reading material provided by Triangle.

Copyright controls help to protect the integrity of the tool, as each version of the Star takes over a year to develop and is tested and refined with service users and practitioners before being published. Our experience shows that the Licensed Trainers have a key role in ensuring the organisation has an accurate understanding of copyright and that the correct messages are promoted to those using the Outcomes Star.

## 9 Next steps

Talk to Triangle about how to get started with the Licensed Trainer route for your organisation, or if you have any queries at all about the information in this document. Get in touch with us on 0207 272 8765 or [info@triangleconsulting.co.uk](mailto:info@triangleconsulting.co.uk).

If you are not in the UK, contact the licensed Outcomes Star service provider in your country. Contact details can be found on the Outcomes Star website.

More information can also be found on our website [www.outcomesstar.org.uk](http://www.outcomesstar.org.uk).



Being a Licensed Trainer with Triangle has been helpful - it is great to teach others the benefits of using a person-centred tool like the Star.

**Licensed Trainer, County Council**





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