

**Training of Intercultural Trainers 2017  
Effectiveness Study: Summary of  
Results**



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## **Abbreviations**

**AST: Advanced Skills track**

**CST: Core Skills track**

**TOIT: Training of Intercultural Trainers**

**VoIP: Voice over Internet Protocol**

**YS: Young SIETAR**

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## **Introduction**

In 2017, Young SIETAR (YS) brought out the fifth edition of Training of Intercultural Trainers (TOIT). TOIT 2017 took place in el Masnou (Catalonia, Spain) from September 28 to October 1, 2017. The training was accompanied by the effectiveness study described in this report. The objective of the effectiveness study was to analyze ways in which the participants benefited from the train-the-trainer event. Two previous TOIT effectiveness studies were carried out in 2014 and 2016 for previous editions of TOIT.

The present research is inspired by the design and content of the previous studies (TOIT 2014 Effectiveness Study, 2014; Simeonova and Chernyak, 2016, p. 479). Routinely, the training effectiveness was evaluated by means of a survey. However, this year, the effectiveness study included a qualitative part in the form of interviews with the training participants performed via VoIP, (Voice over Internet Protocol) Skype.

Introduction of this qualitative methodology into the evaluation procedure of TOIT helped to explain the results gained by means of traditionally used YS quantitative methods, such as surveys. In general, the use of mixed methods allows more complete understanding of the training results.

### **1.0 Description of TOIT**

According to the training website (Webpage: About TOIT), TOIT 2017 was aimed at newcomers to the intercultural field as well as experienced intercultural practitioners from all over the world. Participants chose from two tracks, Core Skills and Advanced Skills, based on self-assessment of their levels of experience.

The Core Skills track was designed for interculturalists who wished to learn about the basics of intercultural training. Some of the topics covered during the Core Skills track sessions included: key models and tools of intercultural training; needs assessment; learning objectives; training design; delivery and facilitation skills; training content; planning of intercultural training careers.

The Advanced Skills track was aimed at intercultural practitioners who wanted to reflect on their current practice and increase their expertise. During the sessions, trainers addressed some of the following topics: future trends in intercultural training; intercultural training design and delivery; coaching; curriculum design; facilitation.

Irrespective of program track, trainees were offered an array of optional open sessions. Broader topics interesting to participants of all levels included: current trends in the intercultural industry; ethics for interculturalists; diversity; unconscious bias; blended learning; personal leadership; experiential team building; managing difficult training participants; virtual training; building an intercultural career; intercultural training pricing.

## **2.0 Mixed methods design**

For this effectiveness study, a mixed methods approach was applied: 'A mixed methods study involves the collection or analysis of both quantitative or qualitative data in a single study in which the data are collected concurrently or sequentially, are given a priority, and involve the integration of the data at one or more stages in the process of research' (Tashakkori and Teddlie, 2003, p. 213).

The reasons that justify this classification for this report are as follows: because two types of data collection instruments were applied (surveys and Skype for qualitative research interviews), and because of two types of data (numerical and textual) and two types of data analysis (statistical, interpretive phenomenology and thematic analysis).

### **2.1 Data collection**

The Wilcoxon signed-ranks test was applied as we compared two sets of scores from the same participants (paired samples) (Field, 2009, p. 552). Within-pair differences were measured by means of an interval scale. We used this non-parametric test as data was not assumed to be normally distributed. Quantitative data was collected before and after

TOIT 2017 via an online survey created with the help of the Google Forms tool (Webpage: About Google Forms).

The pre-TOIT survey received a very good response rate of 29 out of 35 training participants. The responses were collected from the time of participants' arrival on the first day (September 28, 2017) of the training, which included a welcome session and dinner. The pre-TOIT survey data was received until the afternoon of the second day of the training (September 29, 2017), which involved several group sessions and a coffee break, according to the program.

The research team on site reported that the absence of mobile internet access on the foreign trip prevented training participants from filling in the survey. Taking into account the predominance of foreigners at all TOIT events, this should be considered during the planning of future TOIT effectiveness studies – online administration of the survey is not always convenient.

The post-TOIT survey was commissioned on the last day of the training (October 2, 2017). The responses were received from late afternoon of that day and over the eight days (until October 10, 2017).

The data was downloaded from Google Forms in the form of Excel files and the timestamp mark. The qualitative data was collected a month after the end of TOIT (from November 5 to November 28, 2017).

## **2.2 Description of the survey**

The TOIT 2017 participants were asked to assess the results in ten aspects:

- 1) Knowledge of the current state of the intercultural industry
- 2) Ability to design intercultural training
- 3) Ability to create an offer to a customer for intercultural training
- 4) Ability to set a price for intercultural training
- 5) Knowledge of the key models and tools for intercultural training
- 6) Ability to manage conflicts in intercultural training
- 7) Ability to evaluate training

- 8) Knowledge of the ethical issues involved in interculturalist work
- 9) Ability to address ethical issues in intercultural training
- 10) Ability to competently discuss or reflect on the future of intercultural industry

Participants filled out the survey before and after the training. The items were sampled on a seven-point Likert scale (from 'strongly disagree' to 'strongly agree'). The items were modified and slightly differ from the surveys used in previous TOITs.

### **2.3 Description of the participants**

Of 16 respondents, 6% were male (n=1) and 94% female (n=15). 100% of respondents (n=16) had lived abroad. Their expatriate experience varied from five months to 13 years, with an average of six years.

19% (n=3) persons were undergraduates (Bachelor's degrees). The rest of the participants – 81% (n=13) – filling out the surveys had postgraduate degrees or postgraduate research degrees (Master's, PhD or equivalent).

English was the native language of one respondent (12%, n=1). As the survey language was English, this factor could potentially influence the study results. The German language was dominant among the native languages of respondents. 38% of the respondents (n=6) were native German speakers. Other participants were native speakers of Danish (n=2), Greek (n=2), Polish (n=2), Italian (n=1), Finnish (n=1) and Russian (n=1).

Of the 16 study participants, 11 (69%) participated in the Core Skills track of the TOIT and five (31%) in the Advanced Skills track.

### **2.4 Skype for qualitative research interviews**

In total, nine (n=9) qualitative interviews were conducted via VoIP Skype with training participants from both tracks: Core and Advanced Skills. 'VoIP is a system which



provides users with a way to send voice and video across the internet via a synchronous (real time) connection. Currently, the most popular services that use VoIP are Skype and FaceTime' (Iakono, Symonds and Brown, 2016, p. 2). The interviewees' professions varied from students to academic positions, trainers and consultants. In particular, five (n=5) interviewees belonged to the Core Skills track and four (n=4) interviewees to the Advanced Skills track. The selection of interviewees followed a protocol which applies to the context of interpretive (hermeneutic) phenomenology. 'The aim in participant selection in phenomenological and hermeneutic research is to select participants who have lived experience that is the focus of the study, who are willing to talk about their experience, and who are diverse enough from one another to enhance possibilities of rich and unique stories of the particular experience' (Polkinghorne, 1983; van Mane, 1997, in Lavery, 2003, p. 18).

Two main reasons for the use of VoIP, in our case Skype, included the international nature of the sample, with interviewees living in different parts of the world (Germany, Finland, Hungary, the Netherlands, Spain, Greece and United Arab Emirates). In addition, during TOIT, there was not enough time or opportunity to conduct face-to-face interviews. 'A great advantage of using Skype as a qualitative research tool is that it allows researchers to transcend geographical boundaries, by nullifying distances and eliminating the need "to visit an agreed location for interview"' (Rowley, 2012, p. 264).

## **2.5 Confidentiality and anonymity**

Prior to the Skype interviews, a face-to-face meeting took place with each participant in TOIT in Barcelona, with the interviewer and participant in TOIT looking for potential participants interested in being interviewed afterwards. It was therefore not the case that interviewees and interviewers had never met before each Skype interview. This personal contact contributed to the building of trust and rapport between an interviewee and the interviewer as it provided interviewees with a brief description of the purpose of the TOIT study and how their participation was regarded as valuable.

## **2.6 Consent form**

A consent form was sent to each interviewee stating the purpose of the TOIT effectiveness study 2017. This explained issues of confidentiality and anonymity and that the data would be destroyed after analysis. In addition, it stated that participants would receive a copy of the report.

## **2.7 Content of Skype interview questions**

Each interview covered three different types of questions: experience, opinion/values and knowledge of each participant in TOIT. Even though the interviews were semi structured, this does not suggest that a sequence was not followed. Whatever was regarded as useful for the research was explored by asking relevant open-ended questions. All the interviews were transcribed by the interviewer. Transcriptions were generated after the audio recording of each interview which helped with familiarity with the data. Some of the interview questions that were asked:

- 1) Which skill or new technique have you acquired after attending TOIT 2017?
- 2) What did you find most enjoyable during TOIT?
- 3) What wider lessons did you pick up during the training?
- 4) What two pieces of knowledge are you most likely to use in your training job?
- 5) Which topic(s) did you wish there was an additional to follow up?

## **3.0 Data analysis**

In this study, two researchers carried out data analysis independently by means of two different methods. One researcher did the quantitative part by analyzing data from the surveys with statistical methods; the other researcher used a qualitative research

method (interviews) and interpretive (hermeneutic) phenomenology approach. This breaking-up ensured more reliable study results and conclusions.

### **3.1 Surveys**

Of 35 participants who took part in TOIT 2017, 29 filled in the pre-TOIT survey and 25 responded to the post-TOIT survey. We compared pre-TOIT and post-TOIT survey data in Excel tables and noticed that the lists of identifier codes generated by the participants themselves for anonymity did not all coincide. Matching the pairs resulted in 17 matching pairs of codes. Some respondents used invalid identifier codes or demonstrated a response pattern that unfortunately made use of their data impossible. Thus, one respondent (n=1) was excluded from the sample as this person chose the maximum on the scale for all survey items. In the result, 16 matching pairs of pre- and post-survey responses were included in the quantitative part of the study and statistical analysis.

To have statistically significant results of statistical analysis, it was decided to gather the respondents from the Core Skills track (n=12) and the Advanced Skills track (n=5) into one group.

We then checked whether the surveys contained 'oppositely worded questions' for which we would have to reverse the code. In our questionnaire, all questions were direct/positively worded and we did not have to look for reverse coded questions. The Wilcoxon signed-rank test was used in statistical analysis.

### **3.2 Interpretive (hermeneutic) phenomenology as a methodological approach**

Interpretive (hermeneutic) phenomenology is based not only on the interpretations of the live experiences of people and how they perceive these experiences are perceived, but also goes a step further, aiming to make those interpretations and meanings important within a specific context. 'Interpretive phenomenological inquiry seeks to elucidate or make explicit our understanding of human behaviors and actions' (Allen and

Jensen, 1990, p. 244). The responses of the interviewees made it possible to construct meaning and reality and the extent to which TOIT contributed to:

- 1) A new skillset or technique
- 2) Design of training
- 3) Impressions
- 4) Positive emotions
- 5) New knowledge
- 6) Theory material
- 7) Popular sessions
- 8) Scope for improvement

### **3.3 Thematic analysis and coding**

Thematic analysis was used on Skype interviews to identify which themes were important through manual coding. 'Thematic analysis is a method for identifying, analyzing, and reporting patterns (themes) within data. It minimally organizes and describes your data set in (rich) detail' (Braun and Clarke, 2006, p. 6). A very good and detailed coding of the Skype interviews therefore helped significantly with identification of the themes.

### **3.4 The process of coding**

First, having printed out each interview on two or three paper sheets depending on the length of the interview, the researcher stuck the interview sheets on art cards of A2 size. Codes were written with reference to Boyatzis (1998) and identified by:

- Code label or name
- Definition of what the theme concerns

- A description of how to know when the theme occurs

Coding started by highlighting or circling with pens in different colors key words which were striking to the interviewer and she felt that she had the capacity to create themes. After the highlighting and circling stage, the second stage involved the gathering of all codes together in clear and organized tables. A table in Microsoft Office Word was therefore created and words that were highlighted as having potential to create further themes were entered into the tables.

**Table 1:** Coding

Iceberg Theory	Lego	Practice/ Practicing	Theory/ Theoretical/ Module/ Models	Design of Intercultural Training
3	3	15	15	7
Pricing/ Sell	Mentoring/ Mentee	Stereotypes/ Stereotyping	Agenda/ Structure	Facebook/ Group
8	3	3	6	4

Networking	Enjoyable	Motivation
14	14	5

## 4.0 Results

### 4.1 Impact of Young SIETAR TOIT 2017

The Wilcoxon signed-ranks test indicated that the post-test ranks were statistically significantly higher than the pre-test ranks in six out of ten survey items, in all six cases with the large effect size.

The effect size ( $r$ ) which shows the magnitude of the effect found, regardless of the sample size, is included in Table 1. An effect size ( $r$ ) over .5 indicates a large effect using the Cohen criteria (Young SIETAR Training of Intercultural Trainers 2016 Effectiveness Study: Summary of Results, 2016; Cohen, 1988).

**Table 2:** The mean and standard deviations in the pre-test and the post-test on thirteen competence areas linked to intercultural training, including the significance levels comparing the pre- and post-test data using the Wilcoxon signed-rank test ( $n = 16$ ).

##	Questionnaire item	Pre-test Mean (Std.Dev.)	Post-test Mean (Std.Dev.)	Significance
1.	I have a comprehensive overview of the current state of the intercultural industry.	3.38 (1.46)	4.25 (1.34)	$z = - 3.28, p < .05, r = .82^*$ (a <b>large</b> effect size)
2.	I feel able to design an intercultural training.	4.25 (1.61)	4.75 (1.18)	-
3.	I feel able to create an offer to a customer for an intercultural training.	3.31 (1.78)	4.00 (1.63)	-
4.	I feel able to set a price for my intercultural training.	2.63 (1.50)	4.00 (1.71)	$z = - 2.54, p < .05, r = .64^*$ (a <b>large</b> effect size)
5.	I am aware of the key models and tools of intercultural training.	3.63 (1.31)	4.63 (1.46)	$z = - 2.16, p < .05, r = .54^*$ (a <b>large</b> effect size)
6.	I feel able to manage conflicts in my intercultural training.	3.88 (1.78)	4.25 (1.18)	-
7.	I feel able to evaluate a training that I facilitate.	3.75 (2.02)	4.94 (1.39)	$z = - 2.75, p < .05, r = .69^*$ (a <b>large</b> effect size)

<b>8.</b>	I am aware of the ethical issues involved in interculturalist work.	4.00 (1.67)	5.19 (1.42)	$z = - 3.08, p < .05, r = .77^*$ (a <b>large</b> effect size)
<b>9.</b>	I feel confident in addressing ethical issues in my intercultural training.	3.75 (1.65)	4.56 (1.46)	$z = - 2.00, p < .05, r = .50^*$ (a <b>large</b> effect size)
<b>10.</b>	I feel able to competently discuss or reflect about the future of the intercultural industry.	3.31 (1.66)	4.00 (1.67)	-

The strongest effect of the TOIT 2017 was participants' *knowledge of the current state of the intercultural industry* ( $r=.82$ ). The medians of the pre-test and the post-test were 3.38 and 4.25 respectively (on a scale from one to seven).

The second largest effect was on gained *knowledge of the ethical issues involved in interculturalist work* ( $r=.77$ ) with the pre-test median at 4.00 and the post-test median at 5.19.

The third strongest effect was found in *the ability to evaluate intercultural training* ( $r=.69$ ) with the medians of the pre-test at 3.75 and the post-test at 4.94.

There were also significant differences between the pre- and post-test data relating to the *ability to set a price for my intercultural training* ( $r=.64$ ), *the knowledge of the key models and tools of intercultural training* ( $r=.54$ ) and *confidence in addressing ethical issues in intercultural training* ( $r=.50$ ).

Analysis showed that changes in the levels of the remaining aspects addressed by the survey were not statistically significant: *the ability to design intercultural training; the ability to create an offer to a customer for intercultural training; the ability to manage conflicts in my intercultural training; the ability to competently discuss or reflect on the future of the intercultural industry.*

**Table 3:** Themes in qualitative interviews

Theory material	Practice & practical skills	Training agenda	Pricing
Positive emotions	Social interaction	Partnerships	Future communication & strategic planning

#### 4.2 Theory material

In terms of the theory material, a variety of different opinions exist regarding the amount or the content provided during TOIT from participants in both tracks. The structure of the Core Skills track allowed for a large amount of theory material to be presented during TOIT. Here, a participant in the Advanced Skills track expresses her desire to have experienced some theory material during TOIT in this track, such as critiques in the intercultural field for popular intercultural theories/models.

*'My issue with eh TOIT was that more theoretical issue would have been nice to look at. Ehm and it's ok to say there was Hall, Trompenaars and everybody can find what you want but I can see a little kind of danger in this kind of training ...'*  
**(Interviewee, AST).**

*'Hofstede I think, I would like to know more about it because that's big in the field is very interesting and then I went to SIETAR ... and there was a session about after Hofstede but I could not attend ...'*  
**(Interviewee, CST).**

The structure of TOIT allowed participants in both tracks to change tracks and attend sessions of their interest regardless of the track that they had registered for online during booking for the event. It should be noted, though, that the sense of belonging to a certain group or the bond that starts to develop within a group of people who want to



know more about each other and stick together perhaps does not let them 'leave their own group'.

### **4.3 Practice and practical skills**

Some interviewees from both tracks expressed their desire to practice more, test their practical skills and have the opportunity for more practical exercises.

*'See more practice on designing training, participants to practice more'* **(Interviewee, CST).**

*'Well for me I know there was not enough time but I would have loved to have more time for practice yeah, but I know there was not enough time'* **(Interviewee, CST).**

*'What I would like to have is eh, indeed more practical and exchange of exercises instead of talking about it'* **(Interviewee, AST).**

At the same time, it was acknowledged that there was not enough time for much practice during TOIT 2017 because of the structure of the agenda and the sessions that needed to be covered. The desire for practice not only relates to the acquisition of new skills and a desire to learn from mistakes with no consequences but also contributes towards the confidence and knowledge of the trainer.

### **4.4 Structure of training agenda**

Some interviewees stated that it would have been preferable to stick to the agenda as it was scheduled as they found it confusing or did not like the fact that certain sessions had to be altered or selected. They would like to have seen more structure during the sessions and less 'freedom' rather than voting or letting participants decide about topics for discussion.

*'Maybe if they had sent the agenda earlier it would be nice ehm and maybe sticking more to the agenda because at the end, at least in the Advanced Skills track, changed again and again we were all a bit confused, but yeah a bit more structure'* **(Interviewee, AST).**

#### **4.5 Popular session**

Many interviewees expressed their satisfaction with the session on 'pricing and marketing' because, as mentioned, this is a topic that is not openly discussed, and it is viewed as vital to the repertoire of skills needed for the job of an intercultural trainer.

*'Also I liked ... the lecture/workshop on pricing. This is almost like taboo, we do not speak about that during university trainings or I mean university education, and also I am not really an economist I am not familiar with the marketing part, that was very useful, I would say I do not think I would take information about that anywhere else'* **(Interviewee, AST).**

*'I saw it is very important to learn how to market yourself and sell yourself in a way because it sounds very I do not know money-oriented but I do not mean it that way, you have to be confident'* **(Interviewee, CST).**

*'I liked the session ... about selling so I think beside your technical skills apart from how to do a training you need more skills and we are all afraid of this we need soft skills, we need to sell ourselves ...'* **(Interviewee, AST).**

#### **4.6 Positive emotions, social interaction and networking**

As well as the educational character of the training and its positive impact on the participants' skills and knowledge, the role of socializing is also notable. Interviewees

expressed their enthusiasm and felt pleased about how TOIT was organized, their views on trainers, the content of sessions, activities and the location. They found that it was an excellent opportunity to interact and network with like-minded professionals and share experiences and tips in a pleasant atmosphere and in an informal way.

*'The most enjoyable part was the exchange with the people, actually to meet people and to also talk about the ideas I am having and giving and receiving feedback going to know each other it was very very important for me ... networking and next to networking also the location ...'* **(Interviewee, AST).**

*'For me it was more important like networking exchanging ideas getting to know people, how people work so maybe that's was important for me'* **(Interviewee, CST).**

*'Eh the exchange with the trainers and the experiences with other participants. Networking was very important, socializing and also you can learn from people ...'* **(Interviewee, CST).**

Also, some more 'structure networking', which is closer to partnerships–collaborations, is apparently of great interest to more experienced trainers.

*'Yeah more structure networking like an exercise this is what it needs, do you know someone who can help me?'* **(Interviewee, AST).**

#### **4.7 Partnerships–collaborations**

A very interesting input that arose during interviews was the idea of potential partnerships–collaborations.

*'Ehm you know what maybe is missing for me is more like the blackboard of ideas of people who want to start something or may be working on something and looking for people or can think ... we are open to start a project maybe ...' (Interviewee, AST).*

*'... And working together and no one is taking nothing from no one but together we can construct more and better ideas encouraging partnership ...' (Interviewee, AST).*

Some participants would arguably have been positive if there was guidance or some talk on this initiative so as to motivate more people to express this desire or to think about it. Collaborations could be made between experienced trainers or those with experience and less experience. A possible way to work across this could involve the use of a blackboard of ideas in each training room as the interviewee is suggesting and participants could fill in their personal information and contact details.

#### **4.8 Future communication and strategic planning**

Many interviewees would be interested in maintaining contact with YS through social media such as Facebook so as to be informed about future initiatives, plans and events or to create a special group for this purpose. This action could also contribute to the further expansion of YS around the world and to increased membership.

*'... so I am not sure there would be sth like we can communicate further in the Group or only via Facebook but I would like sth how everybody is developing sth like this would be nice' (Interviewee, CST).*

*'A good plan how to hold on the people I think 90% was new to Young SIETAR and we want them back next year I think we should do some actions to get them back you know because otherwise you lose them' (Interviewee, AST).*

## 5.0 Discussion

For the survey items that did not have statistical significance, it is important to explain that the participants in TOIT 2017 were divided into two groups which had elective sessions simultaneously in two different training spaces. The study team had no possibility of tracing which sessions were taken by each study respondent without infringing anonymity, so the data received is generalized to a certain extent.

Item #6 on *the ability to manage conflicts in intercultural training* might not have shown statistically significant changes as relevant training content was offered in the Advanced Skills track during an elective open session called <OS 2B> Managing Difficult Participants. The specific session, <OS 2B> Managing Difficult Participants, coincided with the open session <OS 2A> Economics and Pricing for Trainers. The <OS 2A> Economics and Pricing for Trainers session was often referred to by interviewees as one of the most popular sessions and it attracted many participants from both tracks, meaning that it was statistically significantly higher.

It is unknown why item #2 on *the ability to design intercultural training* did not lead to statistically significant results. Training design was the topic mainly of participants in the Core Skills track. Notably, interviewees from both tracks expressed their desire for more practice, practical skills and exercises as part of TOIT, so #2 could also be linked with this segment. Similarly, very few interviewees on item #1 in interviews, *which skill or new technique have you acquired after TOIT 2017*, included as an answer design of intercultural training as a new ability. The answers of interviewees on this question varied depending on general knowledge and sharing of ideas discussed in TOIT.

Item #10 on *the ability to competently discuss or reflect on the future of the intercultural industry* did not show statistically significant results because this session did not take place in TOIT. Although it was included on the agenda for TOIT, it was not delivered as other sessions were delivered instead. This also explains the point made by a few interviewees that it would have been better to adhere to the initial agenda rather than letting participants choose or decide what they would like to attend. This mostly applied to the Advanced Skills track. In this context it is worth repeating that the item

on the knowledge of the current state of the intercultural industry demonstrated the largest effect size in the study.

## **6.0 Recommendations**

All recommendations should be made with caution. We will therefore focus on those that we believe can improve the organization and content of the next TOIT:

- 1) The addition of more practical exercises so participants can improve and further develop their practical skills.
- 2) Adherence to the formation of the initial training agenda with minor changes if necessary.
- 3) Initiating collaborations for potential projects. This can be done verbally through discussions or motivating participants to share their desires in the form of a blackboard specially designed for this reason – to share further details.
- 4) The absence of mobile internet access on the foreign trip prevented training participants from filling in the survey. For next TOIT it should be considered the need for Wi-Fi network.

## **7.0 Limitations of the study**

Some of the limitations of this study can be found in the sample. Initially, as explained in section 3.0 on data analysis, 29 participants filled in the pre-TOIT survey and 25 responded to the post-TOIT survey. However, 17 matching pairs were used with an uneven number of respondents in terms of the skills tracks – (n=12) belonged to the Core Skills track and (n=5) belonged to the Advanced Skills track. Attendance on different skills tracks meant different levels of knowledge, professional experience and skills, and thus different responses.

In addition, the training agenda was finalized at a later stage and, at the training site, a few changes were made in terms of sessions delivered. It was therefore unavoidable to include items in the survey that were not discussed or delivered at all.

The interviewer was a participant in TOIT 2017 in the Advanced Skills track, leading to a certain degree of subjectivity. However, subjectivity is typical and ordinary when conducting qualitative research. Objectivity cannot be reached without subjectivity, as reasoning, analyzing and interpretation require the insight of the researcher.

## **8.0 Conclusion**

It is evident that participants in TOIT 2017 benefited to a great extent and in two different ways from TOIT. First, they benefited in terms of general and technical knowledge, through the different sessions that were delivered and the material and activities on site. Their repertoire has therefore been enriched through a combination of hard and soft skills that the job of an intercultural trainer entails.

Second, as well as practical influence relating to skillsets, the social character of TOIT should not be disregarded. This allowed a lot of social interaction, networking and positive feelings among participants and trainers to flourish.

**For any questions or queries  
please contact  
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## **APPENDIX A CONSENT FORM**

### **TOIT EFFECTIVENESS STUDY 2017**

The Research Team conducted a small research study to evaluate the Young SIETAR TOIT which took place in el Masnou, (Catalonia, Spain) in September 2017. Similar to the study accompanying the past TOIT in Krakow, Poland in March 2016 and TOIT in Berlin, Germany in September 2014, we used a pre- and a post-questionnaire to examine in which aspects related to intercultural training the intercultural trainers benefited from participating. However, in the TOIT 2017 we add one more dimension to our study by conducting qualitative interviews via VoIP to investigate further the impact of TOIT.

Below you can see our consent form that we kindly ask you to sign. We can reassure you that:

- Your identity will be kept completely anonymous
- Your participation will be kept confidential
- All the data obtained from the research will be destroyed after a certain period of time

If you request a copy of the findings of this study, an electronic copy can be made available to you after the research is finished, in approximately 6 months.

Please contact us (see information below) if you have any questions about this study.

***On behalf of the research team of  
Young SIETAR***





**TOIT EFFECTIVENESS STUDY 2017**

**NAME: Dr Eirini Daskalaki**

**POSITION: Member of research team, Young SIETAR**

**CONTACT ADDRESS OF RESEARCHER: [Daskalaki.eir@gmail.com](mailto:Daskalaki.eir@gmail.com)**

**Name of Participant**

**Date**

**Signature**

**Name of Researcher**

**Date**

**Signature**

**Dr Eirini Daskalaki**

**APPENDIX B**  
**Interview template**



- 1) Which skill or new technique have you acquired after attending TOIT 2017?
- 2) What did you find most enjoyable during TOIT?
- 3) What wider lessons did you pick up during TOIT?
- 4) What two pieces of knowledge are you most likely to use in your training job?
- 5) Which topic(s) did you wish there was an additional to follow up?

## **APPENDIX C Interview transcripts**

### **Interview 1 Advanced Skills track**

**Which skill or technique have you acquired after attending TOIT 2017?** It was not like anything so particular to say that acquired a new technique nothing completely new nothing that I can recall at the moment. It was sth like eh how can I say ehm like in general it was nice to meet fellow trainers I got confirmed that I was doing right what I was doing because I think I had a very similar attitude. There were a lot of smaller things for example I really liked those reflections exercises that I did with the boat. I like when we can stand up in a training was good to use for a starter we had paper folding part, reflecting on our own past experience, I also liked in general the posters in the classroom how we documented everything that came up. Even when we did not have time to engage with all those topics obviously it was nice to put them and go back. Lego session was sth totally new. One of the plenaries it was culture and identity maybe there was one module theoretical module which I have not used in that context, I have not seen in that form and also I liked the questions of the iceberg theory the way how we question you know how all these little details were new to me or these approaches.

### **What did you find most enjoyable during the Training?**

Enjoyable, enjoyable... well sharing the knowledge ehm like I really enjoyed how many things came up and it was very intensive and intense you know. In every 20 minutes we went to a new thing but at the same time it was very concise it was very comprehensive in a way it was the most we could get out after time it was interesting that we touched a lot of topics. My problem as a trainer is that I get into these things I enjoy in general trainings attending and giving trainings both actually I wanted to get the most out of it so I did not even go to see the sea. In general what I found enjoyable I got tremendous motivation like you know, in general it characterized the whole training the whole TOIT. All those people all our trainers were very motivated, committed ehm very enthusiastic I got to know that they were volunteers without any remuneration so that was amazing to. In every way it was a motivation to know fellow trainers around the world to know people came from the States, not only Europe all parts of Europe, how they plan next year all together a lot of motivation is a very good society I was so grateful for their openness, help, kindness, it was very important to me.

### **What wider lessons did you pick up during the training?**

Not really about the training methodology not about the content either rather the perceptive and how to market it, how to sell how to communicate your training somehow, I got some insights. Honestly, I had not heard much about the relocation training that was new to me that you can join some companies as sub-contractor also I liked .... workshop on Pricing this is almost like taboo we do not speak about that during university trainings or I mean university education and also I am not really an economist. I am not familiar with the marketing part that was very useful I would say I do not think I would take information about that anywhere else.

We did not get a very structured knowledge we did not get like a syllabus the main thing was the openness be open with our questions you know as a practicing trainer and intercultural student, researcher.

**Which topic or topics did you wish there was an additional to follow up. There was something in particular you wished to have heard more about that we did not have the chance?**

You know actually I do not know if this was the right answer for your question, I kind missed would have liked to get more information. I really like theory and models and I have my tool and have kind of selection that I can use or could use in the future and I think it is very important to people when you give a training such like the Iceberg theory.

**Would you like to see some theoretical or more academic material?**

Yes yes you know I thought practicing intercultural trainers there would got theory models in their pocket that they could use so because you know I am coming from the world of training whatever skill do we train for example soft skill there are different models for these steps what to do. We practice we discuss eh and then we have a follow up. Ask again the participants how they could use it their experience to me is all these good to have some cognitive part and have a practical part and put those together ehm maybe this is what I would like to get more.

You know I have known them all because as a trainer I was familiar you know is ok so that's why for me there was not something brand new behind the agenda. The attitude, the openness, the support and also if there was a follow up that would be a nice way to keep contact there were some initiatives for that to create a network it would be nice to keep the inspiration up you know. Ehm but in general actually also made me think the whole training because I think also is true for me as a trainer if I go to the field I have to represent sth I have to believe in sth I use. Cultural dimensions of course I am aware it is easy to build stereotypes around cultural dimensions it was also mentioned many times but in my opinion it does not undermine the existence of this actually I have also participated to different trainings of ....

You know it does not matter if you agree or not I mean of course it does but as a trainer when you stand out there you have to represent something so you should not talk about your doubts.

My issue with eh TOIT was that more theoretical issue would have been nice to look at ehm and its ok to say there was Hall, Trompenaars and everybody can find what you want but I can see a little kind of danger in this kind of training delivery. I think we want to avoid stereotyping being specific is almost like you get nothing so many times it was mentioned. An intercultural trainer cannot know everything be aware of all the different cultures which of course is true but still I think is an expectation to pick a theory you find most interesting eh but this is my point. Also for me as a trainer is important to represent sth even if it is criticized or attacked you know I can defend more or less there always be points which would not be covered.

### **Interview 2 Core Skills track**

- 1) Pricing & marketing
- 2) Design techniques
- 3) Practice (most enjoyable)
- 4) See more practice on designing training participants to practice more

### **Interview 3 Advanced Skills track**

**Which skill or technique have you acquired after attending TOIT 2017?** Yes I had. Maybe not new techniques as such but in the advance track we had a discussion about the flex and the content values and this one I applied on my work also as a new explanation to participants what is actually value and which values I can adapt to or can be transformed and which are like core values this model I like a lot.... I thought is so easy to understand this type of explanation also to put in my trainings and is really good is working also with the story cause the story was about an American woman going to Abu Dhabi and actually I was thinking about it, it was the only one like a breakthrough and also the other ones the open sessions for the activities energisers.

#### **What did you find most enjoyable during the training?**

The most enjoyable part was the exchange with the people actually to meet people and to also talk about the ideas I am having and giving and receiving feedback going to know each other. It was very very important for me to get to know who the people are and if I can do something with them and how I can do something with them so that's was something very fruitful... networking and next to the networking also the location ... next to the beautiful sea so it was also enjoyable.

#### **What wider lessons did you pick up during the training?**

Ok wider lessons would probably be the online modules the idea of putting some of my intercultural training programs into webinars training modules that can be delivered online. This one I am busy with it was a session of .... I think how can I get my lecture part to an online module.

**What 2 pieces of knowledge are most likely to use in your training job?** The flex.

#### **In general how did you find the material the way that the sessions were organized?**

For me it was designed perfectly I liked it because it is kind of taking a position what do you want what you put it, as an expert I got out what I put in that was my decision how I want to move with it. It was also a good opportunity to look at me, myself as a trainer on how I use the time, the content, the people, get to work with them without the

structure I saw myself coming from a trainer position so I found it very acceptable, also I like it. Also I heard it was a bit confronting for the people but not for me.

**Which topic did you wish there was an additional to follow up?**

Ehm, you know what maybe is missing for me is more like the blackboard of ideas of people who want to start something or may be working on something and looking for people. Or can think of work of people and think of topics we are open to start a project maybe that's a small thing maybe mentoring program would be also nice maybe this kind of things. First blackboard for activities and second giving and taking which can be seen as a mentoring.

**Interview 4 Core Skills track**

**Which skill or new technique have you acquired after attending TOIT 2017?**

Well I mean ehm mostly I got an understanding what's going on how trainings are got a very basic understanding of that.

**Do you mean that you got a better idea how to design a training?**

Before I did not really have any idea how to design a training so now I have kind of model yeah and in terms of the theory part I knew a lot of it but it was like put my head together, now I feel that at least I could try to design a training.

**What did you enjoy most during the training?**

Ehmm well I mean talking to people to other participants the trainers because it was very I do not know easy atmosphere. Also I really liked the location and sometimes it was a lot to be with the same people and stuff like that but I would still have it that way rather than the other way.

**What wider lessons did you pick up during the training?**

I really liked the session about money its very important if you are passionate about sth is very important and I really liked the practice that we had to practice I really liked is one step further yeah.

**What 2 pieces of knowledge are you more likely to use during your training job?**

Eh the thing stereotypes and prejudices are two different things the iceberg thing I see that's very widely used.

**Which topic(s) did you wish there was an additional to follow up?**

Hofstede I think, I would like to know more about it because that's big in the field. Is very interesting and then also I went to SIETAR USA San Diego and there was a session about after Hofstede but I could not attend I have to volunteer at another thing at the same time so that's definitely sth I would love.

**How did you find the material of TOIT?**

Ehm it could be more small practice things where the participants should give small piece of training maybe I do not know I never trained but of course there are some who trained a lot may be is not important for them. We had a session but more in between.

**Interview 5 Core Skills track****Which skill or new technique have you acquired after attending TOIT 2017?**

So in general developing a training, creating a training design was new to me and I learned a lot there.

**What did you find most enjoyable during TOIT?**

So I really enjoyed the experience of the trainers and how well prepared they were: presentations and the facilitation I really enjoyed like the quality of the workshops and also the network getting to know on the one hand the trainers, the organizers, but also other participants so I really enjoyed getting to know new people learning about their backgrounds.

**What wider lessons did you pick up during the Training?**

Mmm, ehm I really enjoyed the workshop about Career Advancement Strategies there I picked up a lot of different Strategies and also to make a plan have some goals in mind and also I really enjoyed the workshop about unconscious bias and I learned a lot about the importance of it.

**What 2 pieces of knowledge are you most likely to use in your own training job?**

I would say in general I really picked up the career advancement strategies you kind grow into it. Ehm through studying, learning a lot doing what you want to do not to be afraid so much for me I really picked up that and needed that insurance do not think about it too much just do what you want to do.

TOIT was an introduction a motivation to attend more workshops, the trainers to selfstudy about it.

**Which topic(s) did you wish there was an additional to follow up?**

Ehm to be honest I did nt check the information that the trainers sent last week. I am not sure if it is already included there, what it was new to me was the personal leadership .... introduced so this was new to me I would like to learn more about it. I know it was not really the topic of TOIT more like a side session and then kind of ehm the network the people we met the participants and trainers how this is going to last. So I am not sure there would be sth like we can communicate further in the Group or only via Facebook but I would like sth like how everybody is developing sth like this would be nice.

**How did you find out the TOIT material?**

I think it was really good what was really helpful was the idea to hand out notebooks I took a lot of notes. I think with the material was a good amount because when you get a lot of handouts you get the danger to lose a lot of things or are not nice anymore. I really liked the idea that they put everything online afterwards to picture everything in one place and I can get all my information from the laptop I think it was well done. Is really about the practical material for me as theoretical I can find.

**Interview 6 Advanced Skills track****Which skill or new technique have you acquired after attending TOIT 2017?**

Eh, good question, I think I can't really say precisely technique for me it was more important like networking, exchanging ideas getting to know people how people work so maybe that's was important for me. Skills I think just soft skill to calm down not to put too much stress on take it easy and to share also ideas I think to get the consciousness for sharing and working together. Because so far I was thinking after and I know a lot of people of SIETAR Germany they are older and they have their own business so there is a lot of elbow using to get to know these feelings and take the most of working together.

**What did you enjoy most during the training?**

Ah ok well actually the same the possibility to exchange to hear from others what they are experiencing and I really liked trying out the energizers everyone said yeah let's do it don't feel childish let's do it. We had so much fun because we had calm down and concentrated on ourselves it was great. The environment the atmosphere was very relaxing we could open up and talk about our fears and think about the situation.

**What wider lessons did you pick up during the training?**

Ehm, good question I think to not see it as something I do it only on my own as an individual but it also could be a network and working together and no one is taking nothing from no one but together we can construct more and better ideas encouraging partnership also selling. I liked the session of .... about selling so I think beside your technical skills apart from how to do a training you need many more skills and we are all afraid of this we need soft skills we need to sell ourselves we need to network the whole package when you run your own business you need to be technical and professional to have all these combined together.

**What 2 pieces of knowledge are you most likely to use in your own training job?**

Hmm, I will see because at the moment I am not focusing on clients but to study and teach at the university so I was interested in taking sth away what I could use in the University atmosphere and I think taking away the self-trust of being confident and hearing again what was behind the concepts because .... she is really good with all the concepts and teaching concepts.



**Which topic(s) did you wish there was an additional to follow up?**

Well ehm I think I would have liked again the session of best practice example maybe things that went wrong but really in a concrete sense really talking about one situation telling as a situation they did not know how to go on or yeah.

**Would you like to see some more practical advice on certain situations?** Ehm more the reflection about topics because when you tell best practice or worse case story sth a situation you were in then you reflecting about it and you are putting your own interpretation to it can be interesting to others because it can also learn from it.

**How did you find the material of TOIT?**

Maybe if they had sent the agenda earlier it would be nice ehm and maybe sticking more to the agenda because at the end at least in the advanced skills track changed again and again we were all a bit confused but yeah a bit more structure.

**Interview 7 Core Skills track**

**Which skill or new technique have you acquired after attending TOIT 2017?**

Skills for sure training design eh techniques may be well eh I think I guess I improved my communication skills.

**What did you find most enjoyable during TOIT?**

I really enjoyed that I did not have 5 minutes break because I was talking all the time with someone about some intercultural experiences that we had in our life and everyone was so interested in talking about that ehm yeah I really enjoyed that I was tired but happily.

**Feel more relaxed and comfortable...**

Yes exactly

**What 2 pieces of knowledge are you most likely to use in your own training job?**

I saw it is very important to learn how to market yourself and sell yourself in a way because it sounds very I do not know money oriented but I do not mean it that way that you have to be confident that you are good and there is somebody out there that needs you.

**Which topic(s) did you wish there was an additional to follow up?** Well for me I know there was not enough time but I would have loved to have more time for practice yeah but I know there was not enough time.

**How did you find the material of TOIT?**

I think overall it was very good especially I really enjoyed ... because he was very practical maybe that's because I need that, everything was so enjoyable for me also ...

she was very knowledgeable about her subject. But personally I really enjoyed practical approach. For me it was well structured.

### **Interview 8 Core Skills track**

#### **Which skill or new technique have you acquired after attending TOIT 2017?**

Eh so the Lego because I knew about it before but I did not know how you can employ it at the training so I learned it during TOIT and also I would say the whole process from checking the expectations of the customers to designing the trainings and evaluate the whole intercultural training process.

#### **What did you find most enjoyable during the training?**

Eh the exchange with the trainers and the experiences with other participants. Networking was very important, socializing and also you can learn from people if you exchange your thoughts or experience with them.

#### **What wider lessons did you pick up during the training?**

Eh that you have to practice a lot to be a good trainer, ehm and then ehm that if you design for example case study you have to think very well about them eh how you write a case study for example.

#### **What 2 pieces of knowledge are you most likely to use in your own training job?**

Hhm e, I would use the mix of methods we used at the core track they were showing us different mix of methods because you cannot use the same methods all the time but you have to change between different kinds. For example is not good to do only the presentation you can mix also the group discussion so the technique I would use that.

#### **Which topic(s) did you wish there was an additional to follow up? Eh**

yeah I think I would like to learn more about group dynamics and we had for example a session an optional session.

#### **How did you find the material of TOIT?**

Ehm actually I liked it I mean I participated in the core track because I am not an experienced trainer I mean I had a few hours training for my job for my colleagues not for customers or sth. But I think it was a good concept to do it like that I knew some topics I already knew I was aware about that and is good to reflect about them so liked the way it was designed.

### **Interview 9 Advanced Skills track**

#### **Which skill or new technique have you acquired after attending TOIT 2017?**

Ehm, well actually the point is that we were more talking about things it was more an exchange of ways that we do things let me check ... I have my material upstairs when I look at my things that I have here is that I liked the questions that we talked about but it is not a new skill that I have acquired.

**So some of the topics that we spoke about was already known to you?**

Yes, something that was really useful for me it was the 6 steps that was shared by .... yes the 6 steps either take you ehm there are others that irritating them eh and then change the positions what they find irritating to you and what can you do about it. I loved it.

**What did you find most enjoyable during TOIT?**

Being together as a group, socializing and networking and also that there were new ideas for the next Congress

**What wider lessons did you pick up during the training?**

Ehm yes .... and I talked a little bit and it was very useful so about his dialogue group, I found personal stories more useful and as a wider lesson there were 2 people asked me to be their mentee which was also very nice.

**What 2 pieces of knowledge are you most likely to use in your own training job?**

What I found useful was the exercise of the Lego I loved it I also loved the Case copy and steal everything.

**Which topic(s) did you wish there was an additional to follow up?**

For next year about Kiev I think it would be good if we had more about it because now it is undecided and is difficult for Young Sietar to do the next step.

**How did you find the material of TOIT?**

What I would like to have is eh, indeed more practical and exchange of exercises instead of talking about it because I was in the advanced group and would be nice if we would give each other eh an exercise. The point was that the group was not mature enough because .... asked eh is this eh what we really perceive and then people they do not speak up and then after that they started to complain that they could not follow, they should have talked at that moment. ... asked for feedback and they did not give feedback.

**Would you like to add sth else?**

Ehm yeah I think exchanging names of people can be helpful, really networking giving somebody a name you know talk to this person talk to that person really networking.

**So would you like to see some more guidance on this?**

Yeah more structure networking like an exercise this is what it needs do you know someone who can help me. A good plan how to hold on the people I think 90% was new to Young Sietar and we want them back next year I think we should do some actions to get them back you know because otherwise you lose them.

**Some people said that we could create a group on Facebook.** Yes that would be very good a Facebook group yeah.

**5 INTERVIEWEES FROM CORE SKILLS TRACK**

**4 INTERVIEWEES FROM ADVANCED SKILLS TRACK**

**APPENDIX D**  
**Pre and post survey template**

- 1) Knowledge of the current state of the intercultural industry
- 2) Ability to design intercultural training
- 3) Ability to create an offer to a customer for intercultural training
- 4) Ability to set a price for intercultural training
- 5) Knowledge of the key models and tools for intercultural training
- 6) Ability to manage conflicts in intercultural training
- 7) Ability to evaluate training
- 8) Knowledge of the ethical issues involved in interculturalist work
- 9) Ability to address ethical issues in intercultural training
- 10) Ability to competently discuss or reflect on the future of intercultural industry

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