

Train-the-Trainer (TtT) workshops

WP 2 (03/09-07/09)

Specification and elaboration of basic training course in detail
(content, methods, didactical)

Postprocessing (documentation, reflection, feedback analysis etc.)

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July 2009

Imprint

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Publication within the Leonardo da Vinci project Euro Crafts 21:

This project is funded with support from the European Commission. This publication reflects the views only of the authors, and the Commission can not be held responsible for any use which may be made of the information contained therein.

The Leonardo da Vinci project Euro Crafts 21 is carried out under the administration of plenum - society for holistic sustainable development and the Factor 10 Institute Austria. The objective of the project is to establish a significant added value in the vocational education in Austria and the participating partner countries (Finland, Germany, Slovakia, Spain and Hungary). This will be achieved through the innovation transfer of an already completed pilot project - aiming the development and testing of an overall qualification and consulting concept for sustainability management in the handicraft branch of North Rhine-Westphalia (Germany).

www.eurocrafts21.eu

Wuppertal, July 2009

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Context and background of the Train-the-Trainer (TtT) workshops

As EuroCrafts 21 is funded as a innovation transfer project, the Train-the-Trainer workshops (in the following: TtT workshops) are an instrument for innovation transfer. Transfer object is a german qualification and consulting concept (in the following: QCC) for sustainable management in the craft sector (see bibliography a.,b.). It was developed in the context of a project for the development of competencies for German small and medium sized enterprises (see figure 1) in crafts sector. After identifying the specific qualification needs of the envolved small and medium sized craft enterprises (in the following: SMEs), a concept consisting of 10 modules was developed and pilot-tested with instructors, teachers and craftsmen of the SMEs. The identification of the qualification needs was realised among others on the basis of a self-assessment tool named “Self-Check Crafts” for SMEs of all sectors. The modules were at last embedded in a QCC concept that will be adapted and enlarged to a European QCC in EuroCrafts 21.

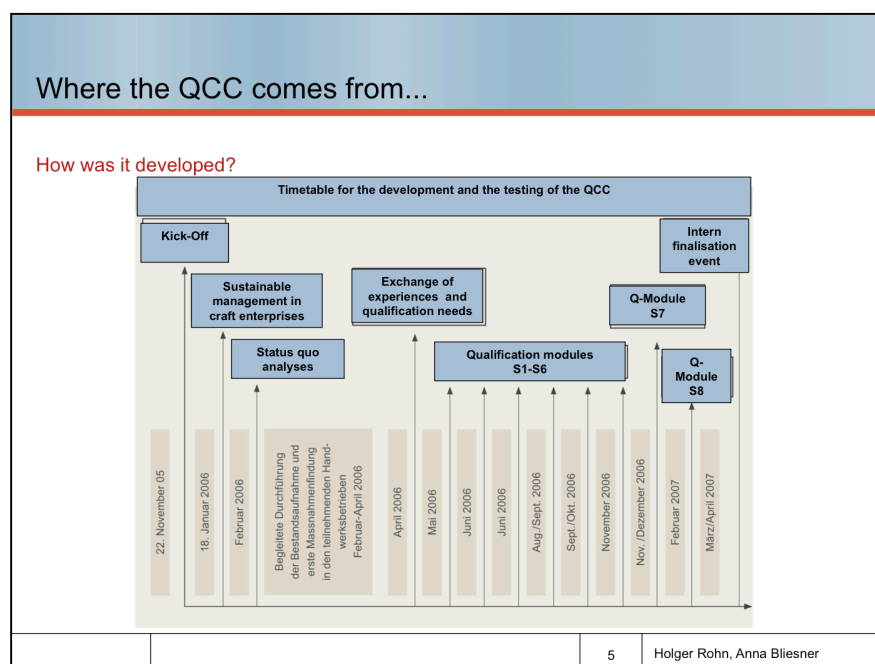


Figure 1: Development of the transfer product – the German QCC (source see annex 1.)

The moduled QCC consists of two basic modules and eight specialisation modules for the qualification of craftsmen in SMEs (see figure 2). Basic module 1 (B1) is dealing with an introduction to sustainability and sustainable management in the craft sector. Basic module 2 (B2) is offering a step by step guidance through the SME self-assessment with the tool “Self-Check Crafts”.

As the specialisation modules were developed on the specific self-assessment results of the German enterprises, the sample of the eight specialisation modules have to be regarded as a “middle-representative” sample that has to be enlarged on the basis of the country-specific needs of SMEs in the european partner countries of EuroCrafts 21. This enlargement can mean e.g. to add a whole new specialisation module as well as to add just a new aspect on an existing module. All QCC-modules of the transfer product can be adapted for the european use.

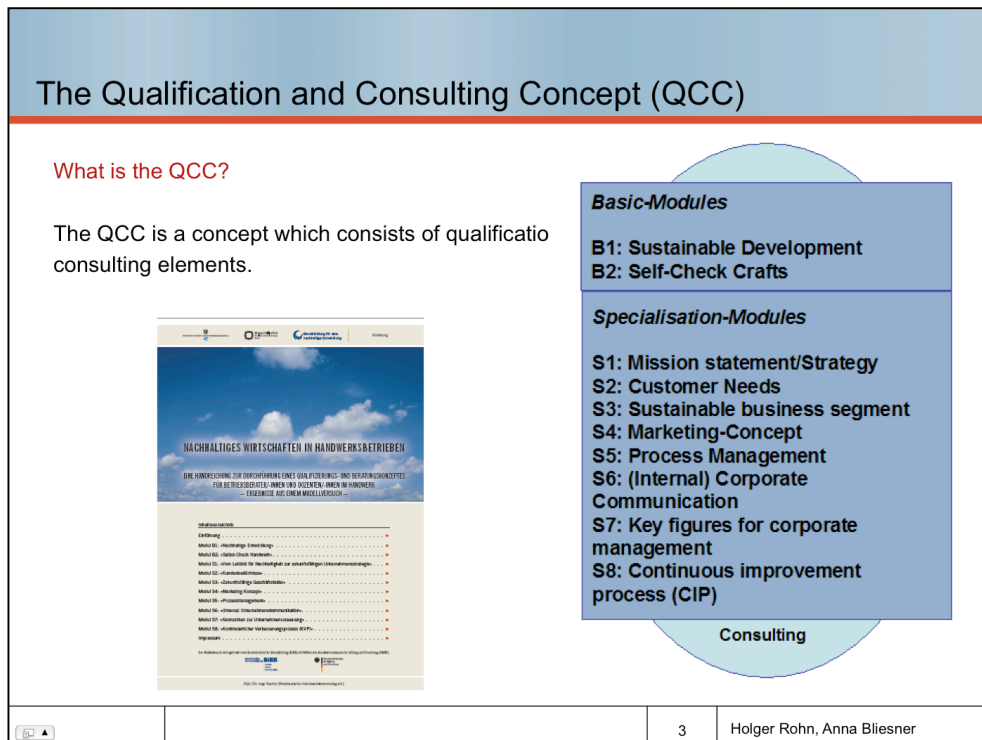


Figure 2: Modules of the transfer product QCC (source see annex 4.)

The following report is structured in two parts. The first part contains informations regarding the specification and elaboration of the basic training course in detail (chapter 1) and the second part contains informations regarding the postprocessing activities (chapter 2 to 4).

1 Specification and elaboration of the conceptual design of the TtT workshops

Target

The TtT workshops are focussing on several targets. The overall aim of the TtT workshops in EuroCrafts21 is to spread out the results of the transfer product and to sensitize for the topics of sustainability and sustainable management. Besides that, the participants should be enabled to use the QCC as an instrument in their function as teachers, trainers or consultants in the craft sector. With regard to the next steps in EuroCrafts 21 project, the aim of the TtT workshops is to attract some trainers to go through the following pilot-testings in the project with some enterprises to build up an European QCC as well.

In the overall project context, the TtT workshops are the initial starting point of the innovation transfer, and will be followed from pilot-testings in the involved partner countries (see figure 3). The first step of the pilot-testing activities will be realised by a kick-off event in each european partner country to arise attention and to attract enterprises in the craft sector as well as multipliers and vocational education related persons. It is recommended to the project partners to connect this event with the pilot-testing of basic module 1 (B1) to give an introduction to sustainability and sustainable management. The main aim of the event is to find 2-3 enterprises of the craft sector that are willing to take part in the further pilot-testing activities.

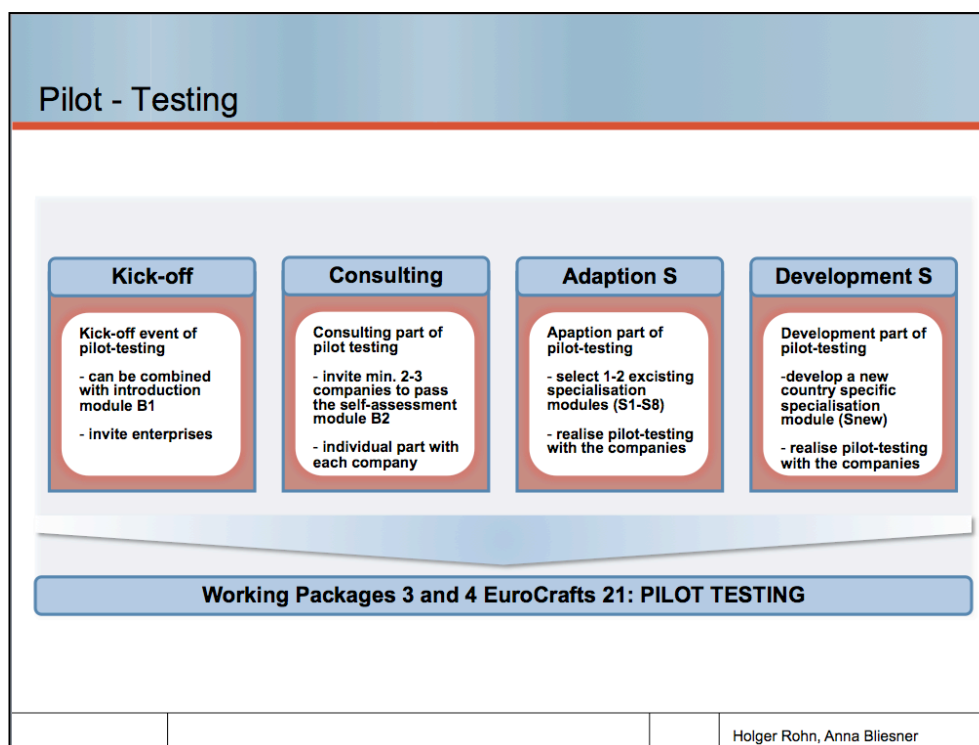


Figure 3: Pilot-testing activities, following the TtT workshops (own source)

In the next step, these enterprises will be guided by the trainers that were trained in the TtT workshops and the project partners when going through the process of self-assessment (basic module 2, B2). The last two activities are concentrating on the specialisation modules (S1-S8). On the one hand, the team of project partners and trainers is asked to adapt 1-2 of the existing specialisation modules and to realise a pilot-testing with the involved enterprises. On the other hand, the team is asked to develop a new specialisation module on the basis of the country-specific qualification needs and to do a testing as well.

If there are enough human resources, the modules should be adapted and developed with regard to the potentials of the involved enterprises that were identified in the self-assessment.

Target group

The target groups of the TtT-workshop should be teachers and trainers of vocational education in craft sector as well as consultants in crafts sector and multipliers, who want to qualify enterprises by enabling them to make use of sustainability potentials in their every-day-business and to work out a competitive advantage.

Participants should include both internal project staff from the partners in each country as well as a number of external participants. The internal staff participating at the workshop will be asked to guide those persons of the external staff who want to participate in the project after the TtT workshops. They will work together when going through the process of pilot-testing (WP 3 and WP 4) and they will be asked to develop 1-2 new country-specific specialisation modules. Concerning the prior knowledge of the target group, knowledge about working together with craft enterprises, training of adults working the craft sector, the development and use of training materials and knowledge about sustainable management would be of advantage.

Organisation of the TtT workshops

The organisation of the TtT workshops in each country will be organized by the local partners in close co-operation with the trainers from Germany.

Therefore each partner will provide a responsible person for the organisation which will stay in close contact with the trainers and provide all necessary documents (such as invitations, agenda etc.) in time.

Structure

The TtT workshops are structured as one and a half day duration seminar to hold in each partner country. All workshops are based on the same basic structure and common targets.

Overall, the first day will mainly focus on the basic modules of the QCC whereas the second day will deal with the specialisation modules (see figure 4).

First day		
9.00		Welcoming, introduction of participants, agenda first day
		EuroCrafts 21: the project at a glance
		Sustainability – overview and challenges
		The Qualification and Consulting Concept (QCC) for sustainability management in the handicraft sector
10.30		Coffee break (15 min.)
		Basic Module 1: Sustainable Development – introduction and working sheets
12.30		Lunch break (60 min.)
		Basic Module 2: Self-Check Crafts. Self assessment of sustainable management in craft businesses Part No1: introduction and evaluation sheet
		Coffee break (15 min.)
		Basic Module 2: Part No2: strengths and potentials, action planning
		Basic Module 2: Part No3: Implementation, reflection and discussion
16.30		End of day one
Second day		
9.00		Welcoming and revision of first day, agenda second day
		Methods and media in the QCC
		Specialisation modules in the QCC: Overview specialisation modules 1-8 and example of Module S1: Mission and Vision statement / strategy
10.30		Coffee break (15 min.)
		Implementation plan for pilot testing and first ideas concerning a new specialisation module in the partner countries
		Evaluation and feedback round
13.00		Lunch and end of workshop

Figure 4: Basic structure of the TtT workshops (source see annex 4.)

The basic structure of the TtT-workshop is flexible in a certain frame. It can be enlarged or downsized in the different phases of the structure. If the attendees of the workshop know already a lot of things about sustainability, the part of basic module 1 could be downsized, for example. The adaptation of the basic structure depends on the needs of the target group and the working conditions. As shown, due to the different requirements in the partner country (e.g. knowledge about the topics, target groups, qualification needs etc.) the concept allows variations, which will be discussed and confirmed individually. Adaptations on the content and the duration will also be made with regard to the analysis of the existing qualification concepts and the qualification needs/stakeholders.

Methods/didactic approach – working materials

The TtT workshops will include informational input-parts and active working-parts. Using the material of the transfer product, the participants will on the one hand make an active experience with the existing material. On the other hand they will get more familiar with the structural elements of the transfer product. The active parts will be characterized by a variety of creative, instrumental and reflective methods.

The project partners will receive the following list of materials and documents that are needed in time before the workshop. Every material and document has a specific function in the context of the TtT-workshop structure (see figure 5). The list only includes materials that will be handed out during the workshop; it excludes ppts and other materials used by the trainers Holger Rohn and Anna Bliesner (for ppts see annex 4.).

Materials and documents	Method / intention in the context of the TtT-workshop
Short Introduction of existing qualification and consulting concept. Internal project document EC21	Reading / Will be handed out at the beginning of the workshop. Will provide an overview of the approach of the QCC and can be used as an information source during and after the workshop.
Short overview of the modules of QCC. Internal project document EC21	Reading / Will be handed out on day two of the workshop. Will provide short descriptions of every module, will help to collect first ideas for new modules.
Working sheets basic module „Introduction sustainability“: B1-C5, B1-D2	Exercise / Will be used on day one after the introduction of basic module one. Working sheets contain informations about “sustainable product cycle” and “criteria for sustainable management”. Participants will make experiences with instrument-related methods.
Working sheet basic module „Introduction sustainability“: B1-E3	Exercise / Will be handed out and practiced after the introduction of basic module B1. Deals with positive effects of eco-labels. Will start thinking processes and reflection.

Working sheets basic module „Self-check Crafts“: B2-C3, B2-D2, B2-D3	Exercise / Will be used on day two after / while introduction of basic module two. Will provide step-by-step explanations for the self-assessment.
Working sheet specialisation module „Mission Statement/Strategy“: S1-A1	Exercise / Will be used on day two after short overview of all QCC modules. Working sheet will relax workshop atmosphere by providing creative method “vision making”.
Manual „Self-check Crafts“	Reading / Will be handed out on day one after short introduction of basic module two. Will provide step-by-step explanations for the self-assessment part “assessment sheet”. Can be used as source while and after the workshop.
„Self-check Crafts“ assessment sheet	Exercise / Will be handed out on day one after short introduction of basic module two. Provides all informations about the self-assessment areas and aspects. Will be used for intensive practising during workshop on day one.

Figure 5: Documents and working materials for the TtT workshops (own source, materials see annex 5.-9.)

Participation requirements

The TtT workshops are planned for up to a maximum of 15-20 participants, minimum should be at least 4-5 participants. At least some of the participants should be involved in the whole project duration, especially the pilot testing, adaptation and further development of qualification modules. Such persons should be informed about that, but there will be no fixed statement of agreement as a restriction on entry before or during the workshops.

The language in the workshop is English - therefore the participants should have enough language skills.

A preparation for the participants beforehand is not planned and required, but it might be helpful to deliver the English short descriptions of the overall concept (short introduction CD-Rom and short description modules, see annex 2.,3.). Potential participants should at least receive an official invitation together with the flyer of the EuroCrafts21 project.


Participants should be clearly asked to be able to join the TtT-workshop for the whole time in order to fulfill the trainings' tasks.

Evaluation

The TtT workshops will be evaluated mainly in two different ways: On the one hand an oral feedback at the end of the workshop. On the other hand there will be a written evaluation. All participants will be asked therefore to fill in a questionnaire, developed in co-operation with the Austrian partners as a part of the quality system of the EuroCrafts 21 project (see figure

6). In addition to the above mentioned evaluation the trainers and the team of the organising partners' country will have an internal reflection round directly after the training. Moreover the whole TtT part will be reflected and discussed during the 3rd partner meeting by all partners based on the evaluation results (Valencia October 2009).

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- Feedback train-the-trainer workshop -



General feedback to the workshop

I liked the workshop						
very much	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	not at all
	1	2	3	4	5	

My expectations were						
achieved	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	not achieved
	1	2	3	4	5	

The atmosphere was						
very comfortable	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	very tense
	1	2	3	4	5	

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Figure 6: Front page of the evaluation template (source see annex 15.)

Certification

Because the majority of the EuroCrafts 21 partners advocated the certification of the TtT workshops, a attendee-certificate was developed (see figure 7) and will be handed out at the end of the workshops. Participants who want to receive a certificate should attend the workshop on both days and participate actively in all parts of the training.



Figure 7: Certification template for the TtT-workshop participants (source see annex 16.)

Documentation

The workshops should be documented by each project partner including all basic materials (invitation, list of participants, agenda etc.) and will include the training materials as well as a summary of the evaluation results. The oral feedback of the participants will be documented as well and added to the documentation. The common structure for the documentation of each TtT workshop will be delivered to the partners and will include the following (see annex 10.-14.):

- Front page (according to EC21 template)
- Participants / Authors / Date
- Content
- Agenda
- Description of contents and results (including some photos)
- Conclusion (incl. feedback of participants)
- New qualification topics for Euro Crafts 21 and next steps

- Annex (only overview)

The overall documentation of the TtT workshops including the detailed training concept will be prepared by the German project partners (this document).

2 Over-all documentation of the realisation of TtT workshops

All workshops took place as scheduled. The following list will give information about the adaptations and changes that were made before the workshop regarding to the categories target group, organisation and structure of the workshop, methods/didactic approach, participation requirements, evaluation, certification, documentation (adaptations on the content and the duration were also made with regard to the analysis of the existing qualification concepts and the qualification needs/stakeholders in the partner countries):

- Finland, Kuopio (14. - 15.05. 2009)

On the first day, the structure of the workshop was changed into an open lecture due to the high amount of interested teachers and students of the Kuopio Academy of design. To meet the needs of that special target group, the workshop design was divided into an introductory part (2h open lecture) and a deepening part (rest of the 1,5 days workshop). While the students and all teachers only took part in the open lecture, the deepening part was provided for selected teachers and trainers of vocational education in craft sector as well as for consultants in crafts sector and multipliers who wanted to attend the deepening part after participation of the open lecture. The certificate of the TtT-workshop was only handed out to the participants of the deepening part.

- Austria, Vienna (19. - 20.05. 2009)

Due to the fact that all participants of the workshop were German-speaking persons, the workshop language was changed into German. The additional materials (presentations) also needed to be translated from english into german language. The workshop structure followed the basic design except from the part of the participant's personal introduction. This part was enlarged due to the fact, that the participants had a bright prior knowledge concerning sustainability and concrete expectations with regard to the workshop agenda. Due to the business contacts of the Austrian project partners some representatives of craft enterprises took part additional to the fixed target group of the workshop.

- Hungary, Szeged (09. - 10.06. 2009)

The target group of the workshop was characterized by a mixture of chambers staff, consultants and teachers from vocational education. The structure and content of the TtT workshops was not adapted, but the self-assessment sheets of basic module two were translated and used in Hungarian language.

- Slovakia, Trencin (18. - 19.06. 2009)

The workshop in Trencin was slightly changed with regard to the smaller prior knowledge about sustainability and sustainable management of the participants. On the one hand, the introductional part was explained more detailed, on the other hand the content was linked more clearly to the aspects of sustainability and sustainable management.

The self-assessment sheets of basic module two were translated and used in Slovakian language.

Due to a high fluctuation of participants, less certifications were handed out.

- Spain, Valencia (16. - 17.07. 2009)

The Spanish workshop had the biggest amount of participants. The structure and content of the TtT workshops was not adapted. The self-assessment sheets of basic module two were translated and used in Spanish language.

The basic structure has been discussed and agreed on during the 2nd transnational partner meeting in Szeged (Hungary) in April 2009. Concerning the materials of the TtT workshops can be stated that they were realised in the planned way. An exception were the working sheets of basic module „Introduction sustainability“ B1-C5 and B1-D2 (see figure 5). The instrument-related methods of the materials and the level of knowledge about sustainable management was too high to realise those materials with the participants.

3 Evaluation results

The following part shows briefly the results from the analyses of the written evaluation (questionnaire) in each partner country (for whole documentation see annex 17.). The results have been structured in an excel-figure that shows the country-specific overview. Some short explanantions are given to the main aspects of each evaluation result.

In general 43 evaluation sheets have been analysed, even so the total amount of all participants in the workshops has been around 1/3 higher.

		Blätter		Diagramme		SmartArt-Grafiken		WordArt		
	A	B	C	D	E	F	G	H	I	J
1	Feedback Train the Trainer Workshop									
2	n=6									
3	Finland									
4	General Feedback to the workshop									
5	I liked the workshop very much	1	1	3	2	1	2	1,7		What did you like in the Train-the-Trainer workshop
6	My expectations were achieved	2	2	2	2	3	2	2,2		Clear slides and English, good touch to the participants and their attention
7	The atmosphere was very comfortable	1	1	4	1	1	1	1,5		Small group, good room
8	Course of workshop									Atmosphere was good and inspiring
9	The proceeding was diversified	1	2	3	2	2	3	2,2		A lot of very well prepared material
10	and comprehensible	1	2	3	1	2	3	2,0		
11	The workshop was scheduled adequately	1	2	3	2	4	1	2,2		What did you not like in the Train-the-Trainer workshop
12	Content									Schedule was too tight for translation and discussion
13	The content was understandable	2	2	3	1	2	2	2,0		Very detailed and concrete tips & knowledge about modules and how to use working sheet
14	and interesting	2	2	2	1	2	2	1,8		Too short time to adapt such a lot of knowledge
15	Working material									Too much text, more examples were expected, too short time
16	The working material was understandable	2	2	3	1	2	2	2,0		Language was a little problem
17	The presentations were very appealing	1	1	3	2	2	2	1,8		Too much too soon
18	Trainers / Moderators									My suggestions to improve the Train-the-Trainer workshop
19	The trainers / moderators were competent	1	1	3	1	1	1	1,3		To give more time for translations
20	The exchange between trainers / moderators and participants was very good	3	2	3	2	2	2	2,3		At this point it is difficult to say, I have to think more about it
21	Successful learning process									My suggestions for more important qualification modules / topics for enterprises
22	To my mind the workshop was very gainful	2	2	2	2	2	1	1,8		Marketing concept
23	I have learned new topics	2	2	3	2	2	2	2,2		
24	In my field of activity I can benefit from the knowledge gained very much	2	2	2	1	2	3	2,0		Sustainable business segment (also e-tools)
25	I'm interested to participate in pilot-projects with enterprises very much	2	1	3	1	2	3	2,0		
26	I feel prepared enough to be a trainer in pilot-projects with enterprises very much	3	3	3	3	4	4	3,3		
27										
28	1=best									
29	5=worst									
30										

Figure 8: Overview feedback TtT workshop Finland

The feedback on the TtT workshop in Finland shows in general good or very good results in all parts of the evaluation. Main difficulty seems to be that the participants do noch feel prepared enough to be a trainer in the pilot testing (part „Successful learning process“). This correlates with the comments on too short time and too much content for the TtT workshop.

											Blätter	Diagramme	SmartArt-Grafiken	WordArt	
A											M				
	B	C	D	E	F	G	H	I	J	K	L				
1	Feedback Train the Trainer Workshop														
2	n=9														
3	Austria														
4	General Feedback to the workshop														
5	I liked the workshop very much	1	1	2	1	1	3	1	1	2	1,4				
6	My expectations were achieved	2	2	2	1	1	3	1	1	2	1,7				
7	The atmosphere was very comfortable	1	1	1	1	1	2	1	1	1	1,1				
8	Course of workshop														
9	The proceeding was diversified	2	1	3	1	1	3	2	1	3	1,9				
10	and comprehensible	1	2	2	1	2	3	1	1	2	1,7				
11	The workshop was scheduled adequately	2	2	2	1	1	3	1	2	2	1,8				
12	Content														
13	The content was understandable	1	2	2	1	2	1	1	1	1	1,3				
14	and interesting	1	2	3	1	1	3	1	2	3	1,9				
15	Working material														
16	The working material was understandable	1	1	2	1	2	2	2	2	2	1,7				
17	The presentations were very appealing	1	2	2	2	1	2	2	2	3	1,9				
18	Trainers / Moderators														
19	The trainers / moderators were competent	1	1	2	1	1	2	1	1	2	1,3				
20	The exchange between trainers / moderators and participants was very good	1	1	2	1	1	2	1	1	4	1,6				
21	Successful learning process														
22	To my mind the workshop was very gainful	2	1	3	1	1	3	1	1	2	1,7				
23	I have learned new topics	1	1	3	1	2	3	2	1	4	2,0				
24	In my field of activity I can benefit from the knowledge gained very much	2	2	3	1	2	3	2	1	2	2,0				
25	I'm interested to participate in pilot-projects with enterprises very much	1	1	1	1	2	-	2	1	2	1,4				
26	I feel prepared enough to be a trainer in pilot-projects with enterprises very much	3	1	3	3	3	4	1	2	1	2,3				
27															
28															
29															

Figure 9: Overview feedback TtT-workshop Austria

The feedback on the TtT workshop in Austria shows as well in general good or very good results in all parts of the evaluation (see figure 9). The highest satisfaction was rated for the competence of the trainers and the content. The last aspect is having regard to the high interest of taking part in a pilot-testing with companies. The high amount of comments that point out the wish of having more exercises could be set in correlation to the statement that not everybody feels absolutely able to act like a trainer in enterprises although they would be interested in that.

													Blätter	Diagramme	SmartArt-Grafiken	WordArt								
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T				
1	Feedback Train the Trainer Workshop																							
2	n=10																							
3	Hungary																							
4	General Feedback to the workshop																							
5	I liked the workshop very much	1	2	2	2	1	1	2	1	1	1	1	1,4											
6	My expectations were achieved	2	3	2	3	2	1	1	2	1	1	1	1,8											
7	The atmosphere was very comfortable	2	2	2	1	2	1	2	1	1	1	1	1,5											
8	Course of workshop																							
9	The proceeding was diversified	2	3	1	2	-	1	3	1	2	1	1	1,8											
10	and comprehensible	2	2	1	1	-	1	3	1	1	1	1	1,4											
11	The workshop was scheduled adequately	1	2	1	2	-	1	2	2	1	1	1	1,4											
12	Content																							
13	The content was understandable	2	2	1	1	-	1	3	1	1	1	1	1,4											
14	and interesting	1	2	2	2	-	1	2	2	1	1	1	1,6											
15	Working material																							
16	The working material was understandable	1	2	1	2	1	1	1	1	1	1	1	1,2											
17	The presentations were very appealing	2	2	1	2	1	1	2	1	1	1	1	1,4											
18	Trainers / Moderators																							
19	The trainers / moderators were competent	1	1	1	1	2	1	2	1	1	1	1	1,2											
20	The exchange between trainers / moderators and participants was very good	2	1	1	2	3	2	2	2	2	1	1	1,8											
21	Successful learning process																							
22	To my mind the workshop was very gainful	3	3	2	2	1	1	1	2	1	1	1	1,7											
23	I have learned new topics	3	3	2	2	3	1	1	1	1	1	1	1,8											
24	In my field of activity I can benefit from the knowledge gained very much	4	2	2	3	4	1	1	1	1	1	1	2,0											
25	I'm interested to participate in pilot-projects with enterprises very much	4	3	3	1	4	1	2	1	1	1	1	2,1											
26	I feel prepared enough to be a trainer in pilot-projects with enterprises very much	5	2	3	1	5	2	3	2	2	1	1	2,6											
27																								
28	1=best																							
29	5=worst																							
30																								
31																								
32																								
33																								
34																								
35																								
36																								

Figure 10: Overview feedback TtT-workshop Hungary

The feedback on the TtT workshop in Hungary shows also in general good or very good results in all parts of the evaluation (see figure 10). The main thing to consider seems to be that the participants had different expectations and different prior knowledge: The range in the statements is very wide concerning that questions especially for the topic „Successful learning process“. Some participants feel prepared enough, while two rated with „5“ for that statement.

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S
1	Feedback Train the Trainer Workshop																		
2	n=9																		
3	Slovakia																		
4	General Feedback to the workshop																		
5	I liked the workshop very much	1	2	1	1	1	1	1	1	2		1,2							
6	My expectations were achieved	2	1	1	2	1	2	1	1	3		1,6							
7	The atmosphere was very comfortable	1	1	2	2	1	1	2	1	1		1,3							
8	Course of workshop																		
9	The proceeding was diversified	2	2	1	2	2	1	1	2	2		1,7							
10	and comprehensible	1	2	2	1	3	1	1	2	2		1,7							
11	The workshop was scheduled adequately	4	2	1	1	2	2	-	2	2		2,0							
12	Content																		
13	The content was understandable	1	2	1	1	1	1	1	1	2		1,2							
14	and interesting	1	1	1	1	1	2	1	1	3		1,3							
15	Working material																		
16	The working material was understandable	2	1	2	1	2	1	1	2	2		1,6							
17	The presentations were very appealing	1	1	1	2	2	1	2	2	3		1,7							
18	Trainers / Moderators																		
19	The trainers / moderators were competent	1	1	1	1	2	1	1	1	2		1,2							
20	The exchange between trainers / moderators and participants was very good	1	1	1	1	2	1	1	1	2		1,2							
21	Successful learning process																		
22	To my mind the workshop was very gainful	1	1	2	1	1	2	1	1	3		1,4							
23	I have learned new topics	2	3	3	1	1	2	3	2	4		2,3							
24	In my field of activity I can benefit from the knowledge gained very much	2	2	3	2	3	2	1	4	3		2,4							
25	I'm interested to participate in pilot-projects with enterprises very much	2	2	1	1	3	2	1	3	2		1,9							
26	I feel prepared enough to be a trainer in pilot-projects with enterprises very much	3	3	2	2	3	2	1	2	4		2,4							
27																			
28	1=best																		
29	5=worst																		
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31																			
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Figure 11: Overview feedback TtT-workshop Slovakia

The feedback on the TtT workshop in Slovakia shows in general good or very good results in all parts of the evaluation (see figure 11). Those participants who attended the workshop until the written evaluation feel in parts able to act as a trainer in the work with companies. The comments of the participants reflect the fact of great fluctuality during the workshop. This is corresponding with different ratings of the evaluation result.

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V
1	Feedback Train the Trainer Workshop																					
2	n= 13																					
3	Spain																					
4	General Feedback to the workshop																					
5	I liked the workshop very much	2	3	2	1	3	2	2	2	2	3	2	2	1	2,1							
6	My expectations were achieved	2	3	3	3	2	3	2	2	3	3	3	2	1	2,5							
7	The atmosphere was very comfortable	1	3	1	1	2	2	1	1	1	3	1	1	1	1,5							
8	Course of workshop																					
9	The proceeding was diversified	1	2	2	3	3	2	1	2	2	1	2	3	1	1,9							
10	and comprehensible	1	2	3	3	2	2	1	2	2	1	2	3	1	1,9							
11	The workshop was scheduled adequately	1	1	2	3	1	1	1	2	3	1	-	3	1	1,6							
12	Content																					
13	The content was understandable	1	1	3	3	1	1	2	3	2	1	2	3	1	1,8							
14	and interesting	1	1	2	3	2	2	2	3	2	1	2	3	1	1,9							
15	Working material																					
16	The working material was understandable	1	3	1	1	2	2	1	3	3	3	3	1	1	1,9							
17	The presentations were very appealing	1	3	3	1	4	3	1	1	3	3	2	1	1	2,1							
18	Trainers / Moderators																					
19	The trainers / moderators were competent	1	3	1	1	2	2	1	1	2	4	1	1	1	1,6							
20	The exchange between trainers / moderators and participants was very good	1	3	1	1	2	2	1	1	2	2	1	1	1	1,5							
21	Successful learning process																					
22	To my mind the workshop was very gainful	1	2	2	3	2	2	2	2	3	5	2	3	2	2,4							
23	I have learned new topics	1	2	1	3	2	3	1	3	4	1	2	3	3	2,2							
24	In my field of activity I can benefit from the knowledge gained very much	1	4	2	3	3	3	3	3	3	1	3	3	2	2,6							
25	I'm interested to participate in pilot-projects with enterprises very much	1	2	3	2	3	1	2	-	2	2	2	3	3	2,2							
26	I feel prepared enough to be a trainer in pilot-projects with enterprises very much	1	2	2	4	3	2	4	-	2	2	3	4	5	2,8							
27	1=best																					
28	5=worst																					
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Figure 12: Overview feedback TtT-workshop Spain

The feedback on the TtT workshop in Spain shows in general good or very good results in all parts of the evaluation (see figure 12). The participants had different expectations and different prior knowledge so the range in the statements is very wide concerning that questions especially for the topic „Successful learning process“. The comments of the participants underline that aspect by showing difficulties concerning the context and the application of the theme.

4 Analysis and interpretation - conclusions

In the following, the conclusions based on analysis and interpretation are arranged along the timeline of the TtT workshops.

It has to be mentioned that the following conclusions represent the opinion of the authors of this document. The conclusions will be discussed on the 3rd partner meeting in Valencia, Spain (October 2009). Afterwards the conclusions might be overworked based on the results of these discussions.

Preparation phase

- The prior knowledge of the participants was characterized by a wide range concerning the knowledge about trainings in general and about sustainability / sustainable management in particular. This aspect is clearly shown in the results of the written evaluation, too. Trying to make the target group more homogenous in this aspect, basic informations e.g. about sustainability in the craft sector could be spread out in time before the TtT workshops. A brochure as used in the former project BfNW might be helpful (Lemken, Thomas; Rohn, Holger; Welfens, Maria J. (2007): Chancen nachhaltigen Wirtschaftens nutzen. Informationen für Berater/-innen im Handwerk und den Handwerksorganisationen, Düsseldorf).
- The workshop design of 1,5 days has been criticized by the majority of participants. They felt that it was not enough time for more exercises and a deeper look on the content. When holding on to that design, it could be pointed out in the invitation that the participation at the TtT workshops have to be completed by self-studys before and afterwards. On the other hand an enlargement of the workshop for more than two days seems to be too much time consuming. This was also mentioned in a lot of statements in the oral feedback round. Moreover the high fluctuality in some workshops could be seen as an indicator for problems with participation already in the 1,5 days workshop design.

Implementation phase

- The participants gave a good feedback on the **didactic approach** of the TtT workshops. The mixture of informative parts and active work was rated as comfortable. Especially creative and reflexive methods were rated as useful. To save time in the TtT workshop and to oblige the wish of more active working parts, some of those parts could be designed as homework for the participants.
- **Introduction:** For those who had a wider knowledge about the history of sustainability and already had experiences with sustainable management in craft enterprises, the intro-

ductional part about basic module one could have been shorter. A suitable change in the workshop structure could be to separate groups which are more homogenous concerning sustainability knowledge and to work out that part of the workshop separately.

- **Self-Check:** The self-check was rated as very useful. To draw more attention on the self-check, a short preview could be made at the beginning of the first day of the workshop and time for practising could be enlarged (even it has already a long time slot). That could especially attract the consultants to stay at the workshop for the whole duration.
- **Specialisation modules:** The majority of the participants rated for a more deeper look on the specialisation modules of the QCC. When holding on the workshop design of 1,5 days, the participants could be asked in the future to take a look on the specialisation modules as a homework as a preparation for the second day of the workshop. Until now only summaries are available in english language what limited that possibility.
- **Planing phase pilot-testing:** For most of the participants, this part was very important to understand the context and the aim of the TtT workshops. Some stated that it would have been useful for their understanding of the workshop if those informations would have been presented beforehand.
- The **language competence** of the participants varied a lot. That made communication and explanations difficult from time to time. After the first workshop in Finland, the other transnational partners were asked to translate the self-assessment sheets (questionnaire self-check) in their country language to provide a better learning process concerning that important aspect.
- The **trainers / moderators** evaluation shows in almost all cases very good marks, both concerning the competencies as well as the exchange with the participants. This has to be taken into account for further offers of TtT workshops because of the high influence on the evaluation results in the other categories.

General aspects

- The written evaluations attest a main satisfaction of the participants concerning the didactic approach, the content and the atmosphere of the workshops.
- The majority of the participants is feeling able in parts to act as a trainer in enterprises taking part in a pilot-testing. The reservations expressed from the participants can be set in correlation mainly to the short duration of the workshop and the high fluctuality of participants during a workshop day and between the two days of the workshop.
- Those participants who expressed their interest to take part in the pilot-testing with enterprises and/or the development of an new specialisation module have to be supported and guided by the transnational project partners. The TtT workshops have builded up a good

knowledge concerning approach, content, methods and structure of the transfer product QCC, but has to be completed with a team work of project partners and external trainers.

- The heterogeneity of the participants is also based on the fact, that consultants had different interests than teachers. As both groups are important to fulfill the task of guiding an enterprise through the process of self-assessment and to test and develop specialisation modules, both interests had to be addressed in the workshops.
- Some trainers pointed out that an involvement of selected craft enterprises could have been beneficial because of experience exchange and first networking. Due to the different interests of the trainers and enterprises, the workshop could be separated in common and individual working parts of trainers and selected enterprises.
- To take into account the feedback related to the workshop design, a two days workshop could provide the space for going deeper in the content and adding more active working parts.
- The statements during the oral feedback rounds in general could be seen as a verification of the written evaluation part.

Bibliography

- a. Westdeutscher Handwerkskammertag (Ed.): CD-ROM: Sustainable Management in crafts enterprises. A manual for the implementation of a qualification and consulting concept for consultants and teachers in the crafts sector. Results from a pilot project, Düsseldorf (Westdeutscher Handwerkskammertag (Hrsg.): CD-ROM: Nachhaltiges Wirtschaften in Handwerksbetrieben. Eine Handreichung zur Durchführung eines Qualifizierungs- und Beratungskonzeptes für Betriebsberater/-innen und Dozenten/-innen im Handwerk. Ergebnisse aus einem Modellversuch, Düsseldorf
- b. Lemken, Thomas; Rohn, Holger; Welfens, Maria J. (2007): Using the chances of sustainable management. Informations for consultants and craft organisations. Düsseldorf. Lemken, Thomas; Rohn, Holger; Welfens, Maria J. (2007): Chancen nachhaltigen Wirtschaftens nutzen. Informationen für Berater/-innen im Handwerk und den Handwerksorganisationen, Düsseldorf).
- c. Rohn, Holger; Bliesner, Anna (2009): Train-the-Trainer (TtT) workshops. Conceptual design. (Internal project document for WP1, see interim report)
- d. Project Flyer EC21 (english version, see project website)
- e. Website eurocrafts: www.eurocrafts21.eu

Annex

The annex is giving an overview about the materials used in the TtT workshops and the project documents related to the TtT workshops.

Preliminary work

1. TtT-PowerPoint Presentations 2nd partner meeting, Hungary, April 2nd/3rd 2009
 - Presentation „Transfer product“ (different content)
 - Presentation „Sustainability self-assessment“

TtT workshop materials

2. Rohn, Holger; Bliesner, Anna: Short Introduction existing qualification and consulting concept (CD-Rom of Transfer Project). Project document EC21 (English and German versions, download see website)
3. Rohn, Holger; Bliesner, Anna: Short description of existing qualification modules within the project EuroCrafts 21, working package 1. Project document EC21 (English and German versions, download see website)
4. TtT-PowerPoint-Presentations for the workshops
 - Presentation TtT (different materials and content from German transfer product, English and German versions)
 - Presentation „Introduction“ (only shown in Finland)
5. Working sheets basic module B1 „Sustainable Development“:
 - B1-C5: Sustainability in the crafts sector - sustainable product cycle
 - B1-D2: Criteria for Sustainability in the crafts sector
 - B1-E3: Eco-Labels (5 different country-specific versions)
6. Working sheets basic module B2 „Self-Check Crafts“ – sustainability self assessment in crafts enterprises:
 - B2-C3: Assessment of divisions and statements
 - B2-D2: Profiling: strengths and potentials for improvement
 - B2-D3: Determination of focus within the strengths-/potentials profile
7. Working sheet specialisation module S1 „From the overall vision of sustainability to a corporate future strategy“:
 - S1-A1: Paint a picture of the vision
8. »Self-Check Crafts« - Operating guidelines for a situation appraisal in the crafts sector, supported by a self-check for »Sustainability Management« (English and German version)
9. »Self-Check Crafts« - Assessment-sheets (questionnaire, different languages)

Project partner documents

10. Documents project partner Finland
 - TtT-documentation: Over-all documentation paper
 - TtT-documentation: Invitation document(s) for the participants
11. Documents project partner Austria
 - TtT-documentation: Over-all documentation paper
 - TtT-documentation: Invitation document(s) for the participants
12. Documents project partner Hungary
 - TtT-documentation: Over-all documentation paper
 - TtT-documentation: Invitation document(s) for the participants
13. Documents project partner Slovakia
 - TtT-documentation: Over-all documentation paper
 - TtT-documentation: Invitation document(s) for the participants
14. Documents project partner Spain
 - TtT-documentation: Over-all documentation paper
 - TtT-documentation: Invitation document(s) for the participants

General TtT workshop documents

15. Evaluation template (written evaluation)
16. Certification template
17. Results of the written evaluation (excel data file)