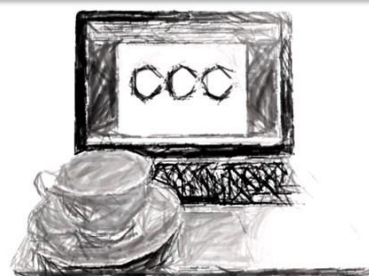




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CCC-Break 9: 15.12.2020. Burning Question: What creative methods could we use in the intercultural training evaluation process for the full illustration of the ROI?

Training is not the only way to learn, there are lots of different learning initiatives that will enable one to acquire and develop intercultural skills. However, when intercultural training is delivered, training evaluation often comes down to happy sheets, if anything at all. After all the efforts to analyse the learning needs, design a tailor-made solution, develop customised materials, and deliver an engaging training programme, all that it's done to evaluate the impact of the training are happy sheets with a few questions on how did you like it? Surely there must be more that we, as interculturalists, could do to prove to our clients that intercultural training adds value, makes impact and brings a return on investment (ROI).



It is quite difficult to evaluate training and proof training impact, in particular when it comes to something as intangible as intercultural competence. Gabriela Weglowska decided to discuss this topic with other interculturalists in this CCC-Break. She offered a set of thought-provoking questions to explore the topic in more detail. Parts of the discussion were captured in interactive, online activities using www.menti.com.

What are the reasons for training evaluation to be that one stage in the training cycle that's often neglected?

The reasons for no formal evaluation can vary from one business to another.

It's possible that a business

- has not considered the benefits of evaluating the training,
- does not believe formal evaluation is necessary,
- lack knowledge and skills on how to do evaluation,
- is not sure what to measure in order to analyse ROI
- has no budget for a substantial evaluation and analysis of ROI.

The [2015 CIPD learning and development survey](#) highlighted that one in seven organisations do not evaluate the majority of their L&D initiatives – over a third limit their evaluations to the satisfaction of those that take part. One in five assess the transfer of learning into the workplace and a small minority evaluate the wider impact on the business or society. And at a recent conference, one expert was overheard saying that evaluation was just “too difficult, time-consuming and complicated, so we shouldn't bother”.

So why is learning and development so hard to evaluate?

An [article in h2h.uk.com](http://h2h.uk.com) offers a few suggestions:

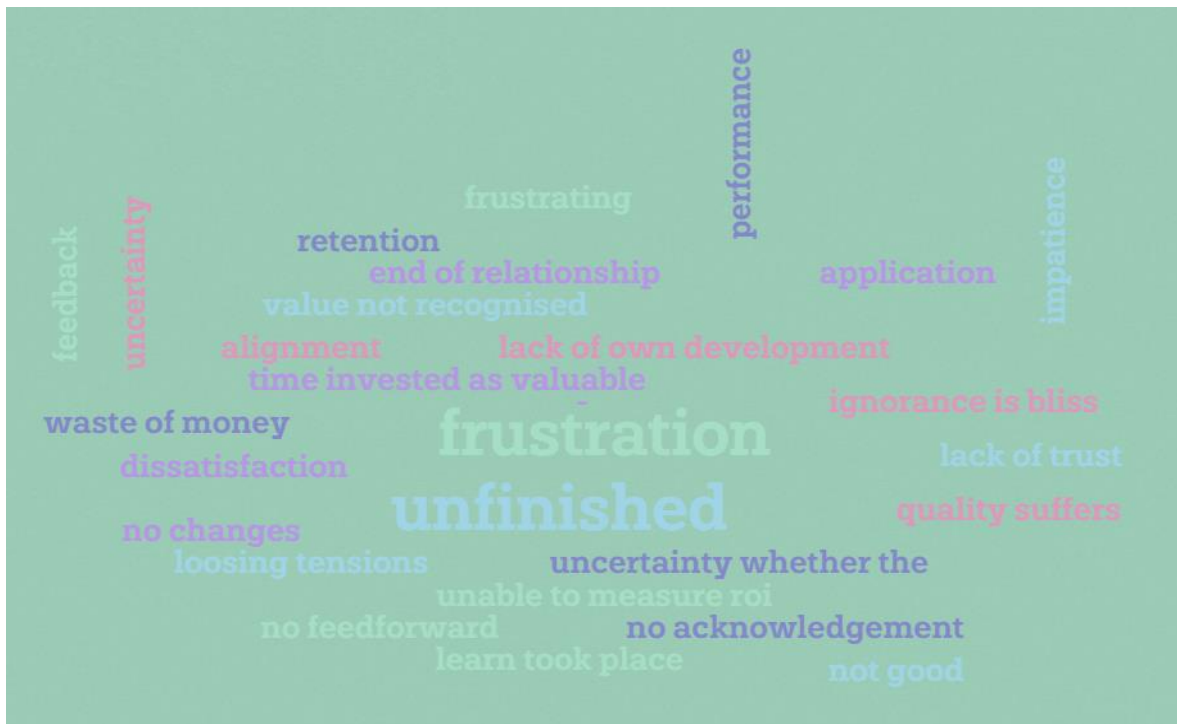
1. Measuring behaviour change is time-consuming
2. Whilst behaviour change may lead to tangible business improvements, it is challenging (if not impossible at times) to proof how much any improved profit or increased sales is down to the training and coaching.
3. L&D professionals are data-phobic (?)
4. Too often a learning need is identified, but by the time the learning has been agreed and carried out, the sponsor has moved on physically or mentally.

Moreover, training evaluation is even hard to do when training lacks planning, sponsorship, budget or because it is done for the wrong reasons and ultimately it fails.

Zane Berge in his 2008 publication *Why it is so hard to evaluate training in the workplace*, argues that “evaluation of training is also difficult because operating unit managers are looking for increased performance and not necessarily the increased learning on which trainers usually judge the success of their training. Additionally, in almost all cases, the lack of performance is only partially due to the need for training. Even when training is needed, a deficit of skills and knowledge is often a small part of the overall lack of performance. Training's effectiveness in helping to increase performance is reduced even further since training is often wasted because the skills and knowledge gained in training are not applied on the job and thus have no impact. Add to these things, the antiquated accounting methods used to measure and evaluate training, and it becomes easy to understand why evaluation of the impact training has within the organization is difficult” (Berge, Z. 2008. [Emerald Insights](#)).

On the other hand, [an article in GP Strategies](#) explains that evaluation isn't hard when you focus on outcomes. “One reason we don't, or can't, evaluate a training program is that we skip right to determining the modality, timing, and audience (...). What we need is to take the goal, or desired skills, and convert them to behaviours and outcomes.” So next time you are asked for an intercultural training, first find out what learners will do on the job, and then you will be able to evaluate training effectiveness.

What are the consequences of not evaluating training?



What are the advantages of a well-done training impact evaluation?



How do you do your training impact evaluation when you work with clients?
What strategies, process or models do you use in your training evaluation?

How do you do your training impact evaluation when you work with clients?

Mentimeter

Questionnaires

Feedforward

Talk to them

Often role of client themselves to do it

Questionnaire with questions such as: 'Since taking part in this training, I now ...' with option to answer with Strongly Agree, Agree etc...

Informally, by talking to participants

Agreements on what needs to be evaluated and measured

Mindmap of doing things different

I ask clients if I can contact them in 3 months time - in case of expat trainings

Self reflexion (3 main things you you learnt? 3 main things you're going to use in your reality?)

Thru a form to fill in on spot

Cards for everyone to state what they plan to do differently as a result of the training which they hand back to the trainer and receive it through the post 4 weeks later

Plan the evaluation process at the learning needs analysis stage

Open question allowing them to reflect on benefit of the training on their daily work. Surprisingly a lot of people respond well to this

Ask for the biggest surprise, the most inspiring insight and the greatest learning they are taking

Standard feedback form provided by Clients. I use a "Time machine" analogy and some role-playing to underline the impact for my client and as a feedback for myself. I am trying to get my clients to include a "happiness quotient" to the evaluation :)

Personal learning gials

Regular discussions with the client to check satisfaction and take on board any ideas or negative points

Group drawing on a big flipchart (what do you take with you? What inspired you?)

Menti meters questions

I ask for symbols that reflect their learnings

discussions into little groups and ask for a common answer to "what did you learn?"

Creat a reflection journal for participants to use in their daily life and then have followups

Pear groups to stay focused

360 feedback, if applicable. Perhaps not so creative, but could be more impactful for this area where progress is sometimes not easily quantifiable

Build a good relationship with the client to honestly discuss the evaluation needs and agree measures

Interview of client and/or participants long after, maybe some sort of coaching

Leave space for qualitative feedback

Making some reports proving positive relations between training and their performance with numbers...?

Setting goals and show we achieved them is the standard coaching feedback. But if the clients are not the sponsors, the ROI is different to these two parties

Honestly, I don't think it's possible to measure/prove ROI in financial terms. Continued work with the client is the best measure, but not assessable in numbers

Pear groups to stay focused

Create groups to stay in touch to reflect

It's very difficult to isolate any soft skills training as being the sole cause of ROI

Make the link between an activity we would have done at the beginning of the training (what are your expectations) by making a parallel between the two methods.

Talk about learning not ROI. Impact on an individual and therefore the business, not in financial terms.

Add coaching and mentoring to move learning forward and create sustainable change.

What other creative methods can we use to provide a good training impact evaluation and ROI to clients?

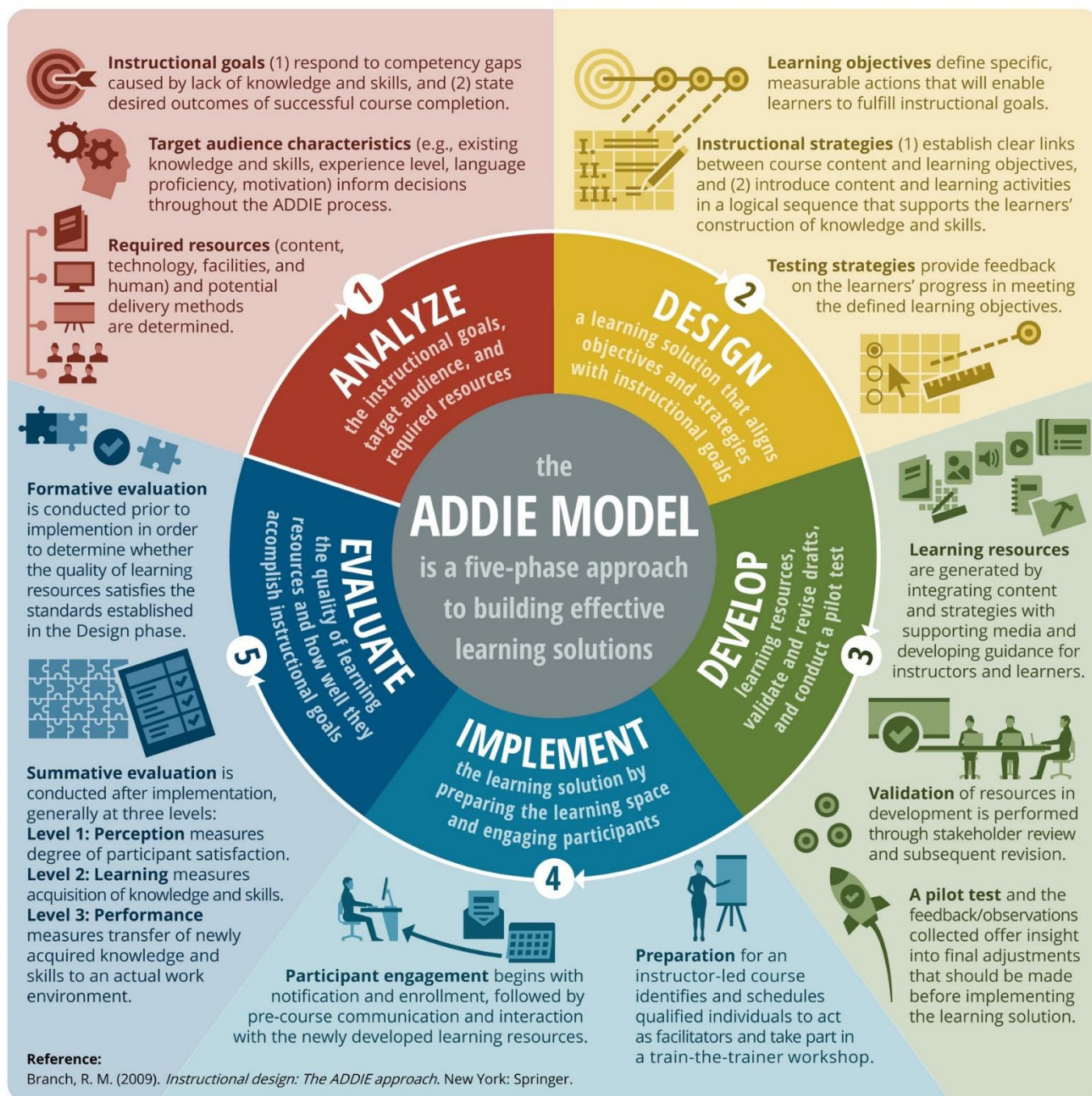
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Mentimeter

Questionnaires	Feedforward	Talk to them
Often role of client themselves to do it	Questionnaire with questions such as: 'Since taking part in this training, I now ...' with option to answer with Strongly Agree, Agree etc...	Informally, by talking to participants
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- Embed evaluation in the training activities, turn it into fun exercises so it's not a chore but it's seen as a beneficial exercise for the participants.
- Focus on 'feed-forward' instead of 'feed-back'. Ask: what are you taking away that you will implement going forward? It's rooted in reflective practise and helps with learning transfer.
- Give participants a sheet of paper to jot down their aha moment throughout the session.
- Reflective flipchart activity at the end, with post-it notes: what to keep change, have more of, and have less of.
- Make earlier participants consultants, involving them officially in shaping feedbacks and next training design.
- Face it that as trainers, if we want to create a sustainable change, you need to add coaching and mentoring, and follow the learning through.
- It's not just about learning but how do we act on the learning afterwards.
- A lot of training offers psychological wellbeing for expats/assignees – how do we measure that?
- Not everything is measurable!
- Don't hard 'sell' intercultural training – make sure clients and participants understand the value of it and how it impacts performance, wellbeing, motivation, engagement, inclusion, etc. It's not about financial rewards.





References and Resources

Here is a list of training evaluation models and further resources you may find useful:

- [Donald Kirkpatrick's 4-level training evaluation model](#)
- [Jack Phillip's 5-level ROI model](#)
- [Robert Brinkerhoff's Success Case Method](#)
- [5 Best Ways to Evaluate Training Effectiveness and Impact](#)
- [5 Easy Ways to Measure the ROI of Training](#)
- [Everything you need to know about training evaluation](#)
- [Measuring the success of intercultural training](#)
- [What Is the ROI of Intercultural Skills?](#)
- [2015 CIPD learning and development survey](#)
- [Evaluation isn't hard when you focus on outcomes](#)
- [Why is learning and development so hard to evaluate](#)
- [7 Learning Analytics Challenges That Hinder Training Evaluation \(And Solutions\)](#)
- [Seven Innovative Ways To Measure Training Effectiveness](#)
- [3 Ways To Measure Training Effectiveness](#)
- [Getting To Know ADDIE: Part 5 - Evaluation](#)

Thanks for this summary of our CCC-Break discussion to:



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