



***PILOT TESTING AND FINE TUNING***

***WP6***

***PILOT TESTING REPORT***

***CYPRUS – POLAND - ROMANIA***

***2014***

***Prepared by EUROSUCCESS CONSULTING***



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## 1. Executive summary

The general comparative conclusions and outcomes of all three participating countries (**Cyprus, Poland and Romania**) are listed below:

-  The three transferee countries used almost similar ways to recruit participants. They all distributed invitations to companies or large group of entrepreneurs and almost all posted articles in newsletters or websites.
-  Partners from Poland and Romania pilot tested more than one analogy and in Romania more than one session was implemented.
-  In general, during the pilot testing sessions in all partner countries, sixty eight (**68**) participants, six (**6**) trainers and eight (**8**) facilitators took place.
-  All three participating partners followed the guidelines of the pilot testing and the follow up procedures in all the sessions they have performed.
-  The scores of the responses in the pilot testing satisfaction questionnaire in Cyprus and Romania was around 5 to 5.5 (with 1 being the most negative and 6 being the most positive) in all the questions where in Poland lower ratings were observed with mean scores around to 4.5 - 5.
-  The most important suggestions or recommendations from the participants were:
  - o More practical examples of analogies are needed, like more examples of analogies and practical exercises and apprentices.
  - o Importance of previous experience and recognition of weakness in order to improve them in the future.
  - o Participants would like to have a better understanding of how to apply knowledge gained in a variety of particular contexts: small businesses, future employment, their own particular business.
  - o It would be more helpful if there was more targeted analysis of the training from the beginning.
  - o Requests were also made for more analogies, more diverse topics, and perhaps integrating diverse topics into a single analogy session
-  The scores of the trainers who took part in all the pilot testing sessions were around 5.5 to 6 In Cyprus , where in Poland and Romania the ratings were lower, with mean scores of 5 to 5.5.
-  Most important suggestions of the trainers were:
  - o invitation of representatives/employees/executive staff from only one company should occur, due to the confidentiality of information concerning some of the organizations;
  - o individualization/customization of training programme accordingly to the needs of a particular institution;
  - o Introduction of more specificity and accuracy in the provided examples, not all of them were valid for each and every company.
  - o Continuity of training sessions in order to facilitate the acquisition of information.
  - o More dynamic workshops, additional exercises, and generally a more active and involving second part of the program, as it can be very difficult to get involved and motivated.
  - o The historical presentation is seen to have too much text, “hard to digest”.



- It was noticed that even though the historical analogy is a relevant topic, it may not be as attractive topic as initially thought. The gardens analogy, for example, had much more success among the trainers as well as the trainees; the more attractive analogy made for a more interactive session, the more chance it has for exploitation and practical implementation.
- One of the trainers complained about the crossing over from the first presentation part to the second dialogue part and claimed that the transition was slow and difficult for the participants. Getting started with a real conversation took so long the participants almost ran out of time and a set of interactive games or icebreakers could be of great use to get the energy level up, especially after a historical presentation.
- Provision of the participants with more info from the beginning in order for the project targets to be more understandable.

 The follow up in Cyprus and Poland was conducted through phone interviews, where in Romania through live group meetings.

 In Cyprus and Poland, there were many identical responses. Some of the comments were:

- Participants from both countries stated that they took part in the piloting sessions because it sounded as something new, innovative that will teach them something different.
- All participants stated that they discussed the piloting experience with their colleagues and friends, even with their family in formal and informal way.
- The response in the question “*How do you evaluate the analogical session going back that day?*” were similar, with all the response being positive. They stated that it was a good experience which satisfied their expectations.
- There are a lot of advantages and disadvantages which are reported in each national report. The main advantages were the Fresh idea and new way of thinking as well as the Original structure of workshop, where the main disadvantages were that it should be more practical with more examples.
- The participants stated that this method of training will help their organisations to better improve. They have also stated some issues which can be addressed through such training, the issues that may arise in their attempt to implement this and also the way to overcome them.

 The participants from Cyprus have a mean number of 80% in the likelihood to implement this lesson in their organisation, where in Poland the mean number is 50%.

 The main suggestions stated in the follow up sessions, in Cyprus and Poland were the following:

- Participants to actively participate more, decoding through discussion from the participants and the trainers to complete the decoding. By this way the analogy will be modified constantly.
- More videos and exercises needed.
- More practical analogy - case studies and effects of a method's effectiveness on the examples of other companies;

 The detailed results of the Romanian follow up session can be read in the following pages. The main results which were extracted from the follow up is that the highest scoring categories were:

- Impacts in terms of new leadership models with average 5.78
- Relation with your business with average 5.33



- Impacts in terms of internal business environment teambuilding, corporate identity etc with average 5.14



## 2. Description of the activities of the Pilot testing session

### CYPRUS:

The procedures which were followed in order to organize and implement the pilot testing are presented below in detail and in chronological order:

- Several meetings were organised between EUROSUCCESS and the NCCI (the two Cypriot project partners). During those meetings the analogy, the target group of the piloting, the preparation and the procedures of the pilot testing day were discussed and set. It was decided that priority will be given to the persons who were involved during the research period by completing the questionnaires.
- There was a first meeting with the historian and the facilitator experts in March, where the project and its philosophy were presented, and clarification as to what is needed from them, set up the deadlines and the next steps were set and agreed.
- Posting of several articles and advertisements in our organisation website, Facebook page and to the electronic newsletter of the most important and circulated business magazine of Cyprus with more than 70,000 recipients, called "INBUSSINESS". Also, there was an invitation sent to our organisations' clients and to the members of the NCCI which was describing the criteria of the target group.
- Final preparatory meeting took place few days before the pilot testing day in order to perform a final check to the analogy, the trainers' presentations and the final details of the analogy session.
- On the 29/05/2014, the analogy session was performed on the premises of NCCI with great success. Two weeks later, a telephone interview was conducted, so as to get the feedback of the participants as stated in the guidelines for the follow-up methodology.



## POLAND:

To organize the pilot testing analogy the OIC Poland Foundation undertook the following activities:

- 1) Recruitment procedure combined with the wide promotion of the project and benefits from participation in the pilot training.

Information about the pilot testing was published on the web-site of the OIC Poland Foundation (<http://www.oic.lublin.pl/aktualnosci/warsztaty-z-wykorzystaniem-analogii-w-ramach-proje/352>)

and it was accompanied by the promotional shooting of learning sessions of "Analogies. Lessons for managers." on the main page of the Foundation's web-site. Information about the pilot training was also published on Facebook of the OIC Poland Foundation and in the regional section of the national newspaper GAZETA WYBORCZA on the 4<sup>th</sup> of April 2014. Invitations for the participation in the pilot testing and the project results were distributed to 100 enterprises (GOLDEN HUNDRED) and were duly included in the general offer of the Foundation addressed to public and private institutions/companies. Moreover the invitations were distributed to postgraduate students coming from companies who received information about the pilot training and promotional materials on the OIC Poland Foundation premises. The members of the project team were imparting information on the pilot training during the informational meetings, fairs, trainings and conferences organized by the OIC Poland Foundation.

The OIC Poland Foundation has elaborated the recruitment template which was available on the web-site of the OIC Poland Foundation together with the training session programme, information about the place of the training session and the criteria for selection of participants.

- 2) The place of the pilot testing session has been chosen in accordance to the participant's profile and the preferences of this target group (representatives of medium and big companies).
- 3) The project team had met with the experts/trainers three times before the pilot testing. The meetings took place in the Foundation's office in March and April 2014. The meetings were focused on the content of the pilot testing materials and the analogies which were tested.
- 4) The experts/trainers were working on the national analogy through simulation. They have prepared the scenario of the training and divided roles. The content of the analogy was revised and adapted.
- 5) The project office has prepared the training documentation and apart from translating the evaluation questionnaires from English into Polish, the training card has been developed.

The recruitment was closed on the 5<sup>th</sup> of May 2014. The participants provided the project team with the completed application forms. The final list of the participants of the pilot testing was defined on the basis of the completed application forms. The project office staff contacted the participants of the pilot training via e-mail and phone.



## ROMANIA:

Pilot testing preparations began after the train the trainers session in Timisoara, Romania. The trainees got together to establish a common ground, a work plan, estimated deadlines, etc.

Contracts were drawn and support offered by CPIP to all trainers.

The following step was establishing the target groups and contacting the potential participants. While trainer Mocofan used students he was teaching, and members of a company he was working with, and had no difficulty gathering several groups and being the first to train, the other two groups from trainer Pana and trainer Tutuianu were gathered by sending out invitations to larger groups of potential participants and narrowing the number down through positive responses.

Training sessions were held throughout the entire available period, from the very earliest – end of 2013, to the very latest – June 2014. The first two training sessions were held without having the available feedback questionnaires for the participants, and these questionnaires were handed out retroactively at the follow-up session.

Trainer Pana held the session by renting a venue – the conference room at NH hotel. Trainer Mocofan had three sessions inside the university where he teaches, and one within the company where all decision-making members took part. Trainer Tutuianu also rented a space in the local chamber of commerce in the capital city of Romania, Bucharest. All other training sessions were held in the CPIP residence town, Timisoara.

The final trainee, Monica Tion, participated twice in the role of Facilitator for trainer Mocofan. Trainer Pana also assumed the role of facilitator for one session, and the other of Mocofan's sessions used expert Diana Andone. For trainer Alexandra Pana, director of CPIP Rodica Pana was facilitator, and Trainer Tutuianu held the session performing both roles.

The trainers held a meeting together around the mid-point, in April, in order to touch base and discuss further steps as well as accomplished results. Trainer Mocofan also participated in the project meeting in Timisoara where he made a brief report to the partners on his activities up to that point.

Each trainer established their own follow-up sessions depending on the nature of their possibilities. All reports were sent in to CPIP and centralized in order to create the national report.



### 3. General Information

#	STATEMENT	CYPRUS	POLAND	ROMANIA
1.	Trainers	Savvas Gialourides	Monika Baryła-Matejczuk - WARSAW GHETTO PhD Monika Wawrzeńczyk-Kulik - ITALIN AND ENGLISH GARDEN	1. Alexandra Pana 2. Muguras Mocofan 3. Muguras Mocofan 4. Muguras Mocofan 5. Muguras Mocofan 6. Iulia Tutuianu
2.	Facilitators	Michalis Maimaris	PhD Robert Porzak - WARSAW GHETTO PhD Monika Wawrzeńczyk-Kulik - ITALIN AND ENGLISH GARDEN	1. Rodica Pana 2. Monica Tion 3. Alexandra Pana 4. Diana Andone 5. Monica Tion 6. none
3.	Place, date (s) and time of the testing session(s)	The pilot testing took place in the premises of the Nicosia Chamber of Commerce and Industry on the 29/05/2014, between the hours 15:00 – 18:00.	The training was held in the Health Resort Nałęczów (Lublin region), on 9 <sup>th</sup> of May 2014. The session ran on 9 <sup>th</sup> of May, from 13:00 p.m. till 17.30 p.m. and was dedicated to “The Change Management – Identification of Opportunities and Potential on the Basis of Analogies”. The trainers and facilitators were working with two analogies: (1) Warsaw Ghetto and (2) Italian and English Gardens. Their roles were defined according to their knowledge and experience in the following way:	1. 27. 05. 2014, Hotel NH, Timisoara, Romania 2. 29.11.2013, Communications University room B226, Timisoara 3. 1.11.2013, Alfa Omega Foundation, Timisoara 4. 17.03.2014 Communications university room B227 5. 15.04.2014, communications university room B227 6. 02.06.2014 Chamber of Commerce, Bucharest
4.	Target group(s) of the participants.	The participants were mainly managers and executives of SMEs and people responsible for the training development within their	The workshop was attended by 11 participants, all of them holding the executive positions in the represented organizations/companies. In total, there were representatives of 8 different companies, all of them coming	1. Middle and senior managers of small and medium businesses 2. Students of management 3. Entire management and decision making team 4. Students who aim to be in



		organizations.	from or acting on Lublin region.	<i>management positions</i> 5. <i>Middle managers, decision makers in very large companies</i> 6. <i>Senior managers of large businesses</i>
5.	Geographical coverage	The participants were mainly managers and executives of SMEs and people responsible for the training development within their organizations.	All of them coming from or acting on Lublin region.	1. Local coverage 2. Local coverage 3. Local coverage 4. Local coverage 5. Local coverage 6. National coverage
6.	Session numbers	1	1	6



### 3. Pilot testing procedure

**CYPRUS:**



**LEARNING FROM ANALOGIES (LeAn)**  
**PILOT TESTING SESSION CYPRUS**  
**NICOSIA, 29 MAY 2014**

A/A	ΘΕΜΑ	ΟΜΙΛΗΤΗΣ	ΩΡΑ
1.	Καλωσόρισμα	ΕΒΕ Λευκωσίας	15:00 – 15:05
2.	Παρουσίαση του έργου LEAN (σκοπός, στάδια διεκπεραίωσης, παραχθέντα εκπαιδευτικά υλικά)	Eurosuccess Consulting Συντονιστής έργου	15:05 – 15:20
3.	“Ανάπτυξη μετά την Τουρκική εισβολή: Από τα ερείπια στο οικονομικό θαύμα”	Σάββας Γιαλλουρίδης Ιστορικός - Εκπαιδευτικός	15:20 – 16:20
4.	<b>Διάλειμμα</b>		16:20 – 16:40
5.	Αποκωδικοποίηση της πιο πάνω παρουσίασης στον κόσμο των επιχειρήσεων με την μεθοδολογία Analogies	Μιχάλης Μαϊμάρης Σύμβουλος επιχειρήσεων / εκπαιδευτής	16:40 – 17:30
6.	<b>Συζήτηση</b>		17:30 – 18:00





*Due to the busy period that the pilot testing was performed ( 1-2 months before the summer vacations), the lack of time from the participants and mainly due to the fact that we wanted to guarantee participation in the follow up, we have decided and performed phone interview follow-up with all participants.*



**POLAND:**

The agenda of the pilot training in Naęczów on the 9th of May 2014:

13:00 –13:20	Welcome and Introduction /the project manager welcomed the participants of the pilot training and delivered a brief presentation on the LEAN project and the analogical approach. The trainers and facilitators were introduced. The participants introduced themselves too.
13:20 – 14:10	Warsaw Ghetto Analogy - <i>Find strength in danger</i> / Content delivery
14:10 – 15:10	Decoding and debate
15:10 – 15:40	Coffee Break
15:40 – 16:30	Italian and English gardens - <i>A metaphor of formal/informal organizations</i> / Content delivery
16:30 – 17:10	Decoding and debate
17:10 – 17:30	Summary and closing

Due to the professional constraints of the participants of the pilot training, the interview-based approach was transferred to the follow up session. Three weeks after the pilot training, the participants received a specific check-list to reflect upon the specific organizational impacts that the suggested methodology has generated. Interviews were carried out via e-mail. All participants have sent back their reflections.



**ROMANIA:**

**Session 1 Agenda**

14:00 – 15:00	Seminar introduction, objectives, content, method, introduction – Alexandra Pana
15:00 – 15:30	Subject presentation – Leadership Styles in Romanian History – Rodica Pana
15:30 – 15:45	Coffee break
15:45 – 17:00	Debate on the topic presented, identification of analogies – Alexandra Pana
17:00 – 17:45	Group discussion on formal and informal organizations – Alexandra Pana
17:45 – 18:00	feedback

**Session 2 Agenda**

09.00 – 10.00	Seminar introduction, objectives, content, method, introduction – Mugur Mocofan
10.00 – 10:45	Subject presentation – Italian, French and english Gardens – Monica tion
10.45 – 11.00	Coffee break
11.00 – 12.30	Debate on the topic presented, identification of analogies – Mugur Mocofan
12.30 – 13.00	Group discussion on formal and informal organizations - Mugur Mocofan
13.00 – 13.30	feedback



**Session 3 Agenda**

09.00 – 10.00	Seminar introduction, objectives, content, method, introduction - Mugur Mocofan
10.00 – 10:45	Subject presentation – Italian, French and english Gardens – Alex Pana
10.45 – 11.00	Coffee break
11.00 – 12.30	Debate on the topic presented, identification of analogies - Mugur Mocofan
12.30 – 13.00	Group discussion on formal and informal organizations - Mugur Mocofan
13.00 – 13.30	feedback

**Session 4 Agenda**

14.00 – 15.00	Seminar introduction, objectives, content, method, introduction - Mugur Mocofan
15.00 – 15.45	Subject presentation – Italian, French and english Gardens – Diana Andone
15.45 – 16.00	Coffee break
16.00 – 17.30	Debate on the topic presented, identification of analogies - Mugur Mocofan
17.30 – 18.00	Group discussion on formal and informal organizations - Mugur Mocofan
18.00 – 18.30	feedback



**Session 5 Agenda**

09.00 – 10.00	Seminar introduction, objectives, content, method, introduction - Mugur Mocofan
10.00 – 10:45	Subject presentation – Italian, French and english Gardens – Monica Tion
10.45 – 11.00	Coffee break
11.00 – 12.30	Debate on the topic presented, identification of analogies - Mugur Mocofan
12.30 – 13.00	Group discussion on formal and informal organizations - Mugur Mocofan
13.00 – 13.30	feedback

**Session 6 Agenda**

09.00 – 10.00	Seminar introduction, objectives, content, method, introduction – Iulia tutuianu
10.00 – 10:45	Subject presentation – Leadership Styles in romanian history - Iulia tutuianu
10.45 – 11.00	Coffee break
11.00 – 12.30	Debate on the topic presented, identification of analogies - Iulia tutuianu
12.30 – 13.00	Group discussion on formal and informal organizations - Iulia tutuianu
13.00 – 13.30	feedback



## Other important issues

Session agendas were established by the trainer team at the beginning of the training phase in order to provide a similar experience. Agenda templates as well as participant list templates and all other auxiliary materials were provided to all trainers before the beginning of the training phase.

## Follow-up procedure

### Session 1

Follow-up for these participants was performed, due to the late nature of the session, 10 days after the session was held. The same group came together. The schedule for the follow-up session was:

- 30 minutes introduction and reminder of the analogy
- 30 minutes discussion on the connections and conclusions drawn
- 1 hour group discussion on relation between analogical conclusions and day-do-day work
- 30 minutes action plan and conclusions

### Session 2 - 5

Follow-up for these sessions was performed live, after the piloting session, in group work. The timeline was modified for the first two sessions which were held very early on, and therefore follow-up as well as feedback was held approximately one month after each session. For the next two sessions, follow up was held after two to three weeks. The guidelines provided were followed to the best of possibility. The overall schedule for these follow-up sessions was:

- 30 minutes opening
- 30 minutes reminder discussion of analogical conclusions drawn – plenary discussion
- 1 hour plenary discussion on how these conclusions translate into everyday work
- 1 hour action plan and final conclusions

Groups were consulted about these schedules ahead of time. Follow-up sessions longer than 3 hours were impossible to arrange with the participants.

### Session 6

Follow-up was performed 3 weeks after the analogy session. Since the group was small, discussion went much faster and total follow up time was only 2 hours, divided into initial 30 minute discussion and refresher of the analogy, one hour discussion on connection to everyday work and action plan, and 30 minutes for final conclusions.





	<p>improve them in the future.</p> <p>evaluation survey. As presented in the Testing Result Section, the results of the evaluation show that the workshop received very high scores on all assessed criteria. The evaluation of the workshop's organization scored the highest rate of 5,36. In addition, the structure and the content of the workshop organized around "the use of analogies" for managers seems to be an excellent approach. The participants highly appreciated the involvement/contribution/effective support of the workshop facilitators. On the organization of the workshops, respondents highlighted the logistic organization, length, time keeping and coffee breaks.</p>	<p>understanding of how to apply knowledge gained in a variety of particular contexts: small businesses, future employment, their own particular business.</p>
<p>3. Excellent project, which is clear that is based in strong bases and in a well-structured way. It would be more helpful if there was more targeted analysis of the training from the beginning</p>	<p>In addition, the workshop has been highly evaluated by the trainers. The innovativeness of the course in relation to methodology was rated 6, from 1-6 scale. The similar high score received workshop organization/schedule/length/ time keeping, rated as 6, from 1-6 scale.</p>	<p>Requests were also made for more analogies, more diverse topics, and perhaps integrating diverse topics into a single analogy session</p>
<p>4.</p>	<p>On the basis of the workshop experience, the trainers suggested the following alternations to the training programme/structure:</p> <ul style="list-style-type: none"> <li>• invitation of representatives/employees/executive staff from one company due to the confidentiality of information concerning some of the organizations;</li> <li>• individualization of training programme accordingly to the needs of a particular institution;</li> <li>• Introduction of more specificity and accuracy in the provided examples, not all of them were valid for each and every company.</li> </ul> <p>The trainers highlighted the need for continuity of training sessions in order to facilitate the acquisition of information.</p>	<p>Requests for additions include having more dynamic workshops, additional exercises, and generally a more active and involving second part of the program, as it can be very difficult to get involved and motivated</p>



5.		The historical presentation is seen to have too much text, "hard to digest"
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## 4.2 Follow up session

### CYPRUS:

The main responses of the participants were summarized under the relevant question:

**1. How many people from your organization participated in the regarding analogy? What is their position inside the company?**

Almost all the participants were coming from different organizations, except from two people who were from the same one.

**2. Why did you decide to participate? What were your expectations?**

All the participants had no specific expectation at first. The only thing that was expected by them was to understand the philosophy and the definition of Analogy training. That was the main reason for participating the in the pilot testing.

**3. Did you have the chance to talk about the analogy with other colleagues? Did it happen in a formal meeting or informally?**

All the participants discussed thoroughly with their supervisors, colleagues or relatives and friends about their analogical experience, all in an informal meetings.

**4. Going in back to the "analogical experience", how do you evaluate it? Why?**

The evaluation of all the participants about their experience was very positive. All of them stated that it was a very good experience with straight forward meaning, simple with a different approach in training than the normal and "traditional" ones.

**5. If you compare it with other typologies of training you attended what are the plus and minus?**

Plus:

- few persons, all professionals and executives of department that were interested in the training
- fresh idea – new way of thinking
- tangible examples where you can adopt easier

Minus:

- passive participation of some participants, better to discuss, at some point at the end the discussion was going of track



- the participants should share their own examples/experiences
- very brief, not understandable approach from the beginning
- Maybe more practical, especially the second part the participants could have made a discussion to do the decoding, it was more a presentation than a training. Maybe some more time is needed.

**6. Generally speaking, to what extent did you find the analogy useful to improve your business/organization?**

All the participants found the analogy very useful for their organisations. Two of them stated that if the analogy was custom made in their organization, this would be better and would improve their organisation for sure.

**7. Which are the most relevant organizational and/or managerial issues possible to address drawing from the lesson learned through the analogy?**

The most relevant organizational and/or managerial issues, possible to address drawing from the lesson learned through the analogy are:

- strategy, community, time management
- alignment of the managers of the various departments, dissemination organisation targets to the base, project management
- good practice for support in solving all the issues that may arise in an organisation
- it can address them with great success issues that are there and they pile up through the years like communication, team building

**8. What conditions are needed inside the organization in order to transfer the lessons into practice (sponsorship from the Top, training, change management, etc.)?**

The main responses of the participant had to do about the management of the organisation. If the management is committed to training and open to new ideas, if there is time management of the employees and if there is a strategy in the organization, long and short term, then the lessons can be transferred into practise.

**9. Which obstacles do you foresee? How can you overcome them?**

The obstacles are related with the above question. The main obstacles are the lack of time and the cost of such training.

**10. How can you involve your colleagues in the process?**

The colleagues of the participants can be involved through briefing seminars about the Analogy philosophy or by forcing them to participate in the training.



**11. How likely will your company implement the lesson learned from the analogy (in percentage)?**

The mean number of likelihood of implementation of the analogy in the participants' organisations is **80%**.

**12. Do you have any suggestion for us in order to improve the quality and the practical utility of the analogy?**

The main suggestions from the participants are concentrated below:

- Participants to actively participate more, decoding through discussion from the participants and the trainer to complete the decoding. By this way the analogy will be modified constantly
- More videos and exercises
- In order to help an organisation, an analogy should be customized/fine-tuned, based on the needs and the background of the organisation
- Almost perfect no suggestions

**POLAND**

Q.1. The workshop was attended by 11 participants, all of them holding the executive positions in the represented organizations/companies. The companies were presented by 1 participant in most of the cases.

Q.2. The respondents as main reasons for their participation in the analogy workshop stated as follows:

- innovative topic of the workshop – insertion of analogies to the organization’s management;
- possibility of developing an innovative approach to the entrepreneurial management: methods of managing changes in an organization, conflict resolutions etc.;
- acquisition of knowledge about the innovative employee motivation techniques;
- improvement of one’s interpersonal/management skills;
- opportunity to exchange the experiences;
- becoming acquainted with other participants.

Q.3. 6 out of 11 respondents stated that as a consequence of the undertaken workshop, they had the opportunity to further discuss the analogy during the informal meetings with other colleagues, optionally with friends.

3 out of 11 respondents stated that as a consequence of the undertaken workshop, they had the opportunity to further discuss the analogy during the formal, internal business meetings with other colleagues.

2 out of 11 respondents stated that as a consequence of the undertaken workshop, they had the opportunity to further discuss the analogy both during the formal and informal meetings with other colleagues or friends.



Q.4. Going back to the “analogical experience” and the participants’ evaluative comments provided on the method, the following conclusion can be drawn:

- the majority of the respondents agreed on the innovativeness, effectiveness and profitability of a method;
- some of the participants admitted the previous usage of analogies, although obviously and on a small scale;
- almost all of the respondents agreed on the lack of sufficient amount of the analogy case studies, practical examples of its implementation and beneficial & important effects on a company, particularly in situations like: setting up a new business, changes in management methodology. In general, the relative scarcity of practical examples was considered to be a major drawback of the workshop.

Q.5. Mentioned below are some of the advantages of the analogy workshop as compared to other trainings underwent by participants:

- acquaintance with innovative analogy methods;
- enriching content of workshop, interesting training topic;
- original structure of workshop;
- smooth organization;
- thorough knowledge on a topic and genuine commitment of trainers/organizers;
- venue – place out of the working environment;
- workshop arousing the participants’ interest in the presented method.

Mentioned below are some of the disadvantages of the analogy workshop as compared to other trainings underwent by participants:

- not enough examples of analogies & effects on its implementation;
- slow dynamics of workshop – too much information, lengthy introductions to analogies, reading from notes;
- not every provided example was of participant’s interest.

Q.6. The respondents provided the following comments on the extent of analogy usefulness as applied to individual businesses:

- analogy is highly useful and definitely worth testing in one’s organization;
- analogy could be implemented on a large scale, especially in situations like: organizational changes, establishing new goals, resolving conflicts etc.;
- analogy could be implemented while employee orientation process;
- the most appealing analogy: The English Garden;
- analogy could be of much use while mastering the soft skills;
- 1 out of 11 respondents denied the usefulness of analogy in reference to pharmaceutical industry, instead trainings on “hard skills” are required.

Q.7. As the most relevant organizational/managerial issues possible to address after the analogy workshop, were listed as follows:



- creating awareness about company's policies, processes and consequences of undertaken actions and obstacles to be encountered;
- incentive for implementation of changes to a company's structure;
- increase of identification of employees with an organization;
- formation of an organized team acting for a common goal;
- employee motivation techniques to take actions for common cause;
- 1 out of 11 respondents denied the possibility of changes since in his/her company there is a top-down implementation system of management issues.

Q.8. As for the internal conditions required for the transfer of lessons into the practice inside one's company, the respondents mentioned:

- openness of the executive staff to innovative solutions, changes;
- constant employee trainings;
- staff integration and employees' identification with an organization;
- team building activities;
- case studies exercises;
- the practical training workshops outside the workplace;
- stability of the executive board;
- introduction of a cycle of workshop both for the employees and the executive staff.

Q.9. Among the overseen obstacles in the implementation of analogies, the respondents listed:

- disbelief in method's effectiveness, discouragement;
- carrying out the small step techniques, instead of activities on a large scale;
- preparation of typical analogy examples as correspondent with factual company's situation;
- gradual implementation of the method to all subordinate departments;
- organization of alike workshops for the rest of the staff;
- 2 out of 11 respondents have not foreseen any obstacle;
- 1 out of 11 respondents stated that the obstacle is the incompatibility of analogy training with reference to pharmaceutical industry.

Q.10. The top 4 suggestions for the involvement of other colleagues in the process, were given as follows:

- organization of employees' workshops/trainings;
- gradual introduction of analogies, the small step technique;
- mutual discussion on the method and mutual preparation of specific analogy examples as correspondent with factual company's situation.

Q.11. The likelihood ratios for the subsequent implementation of analogy into a company's organization, are as follows:

- 1 out of 11 respondents – 60%
- 1 out of 11 respondents – 50-60%
- 3 out of 11 respondents – 50%
- 1 out of 11 respondents – 40-50%



- 1 out of 11 respondents – 40%
- 1 out of 11 respondents – 30-40%
- 2 out of 11 respondents – 30%
- 1 out of 11 respondents – no specific number

Q.12. The following suggestions for the improvement the quality and practical utility of the analogy were put forward:

- conclusion of a workshop with overall, practical exercise;
- more practical analogy case studies and effects of a method's effectiveness on the examples of other companies;
- Less theory, more practice.

## ROMANIA

Follow up results were gathered through live group sessions.

Individual categories were graded from 1 to 6, as for previous questionnaires. Particular attention was given, and answers were recorded during the follow up session, for sections which were thought to score particularly low or high. Participants did not, however, give full text answers to all categories.

The highest scoring category is **Impacts in terms of new leadership models** with 5.78 average.

The main points of discussion around this point were as follows:

- Generally seen as the most impactful area for participants. Highly concerned with leadership, either because of existing decision-making positions or because of a wish to attain a management position in the future, participants make easy correlations between analogies and leadership.
- One participant group discussed the idea of how leadership is not a standalone event, but a result of circumstance and context, and influenced by the entire “garden” around it. The conclusion was that the garden creates the leader, and therefore each member of the team can be considered to be in a decision making position.
- The most interested group was the one composed of the entire decision-making team of the company which were capable of assessing their individual roles in the decision process and giving themselves analogical equivalents through this method. “If i were a leader, what leader would i be?” quickly turned into a discussion on how certain types of leadership model attracts certain feedback and results, and a work plan for the future with guidelines and hints for better functioning of the organization was created.



- A group found immediate impact in the particular point of the artefacts of power surrounding certain leader types, and agreed to implement this concept in a positive way: by a proper inspiring dress code and code of conduct for managers which can aid in their image as well as self-confidence.
- The same group discussed possibilities to avoid, in the future, falling into certain leadership archetypes, and reached the agreement that a good preventative measure is accepting input from colleagues and employees who have an outside perspective on the image projected by the manager.
- Participants generally agreed that gaining new points of view on possible leadership models increases their own self-awareness and managerial efficiency.
- A common opinion is that soft training such as this, especially theoretical training on the role and power of the leader, encourages a broadening of perspective and open-mindedness in managers which tends to have immediate impact on the rest of the company.
- Managerial models and organizational models was easily the subject which sparked the most interest and debate within the groups, most but not all people siding against traditional values such as the charismatic leader, or the French garden.

The second highest scoring category is **Relation with your business** with 5.33

- An encouraging statistic, all participants agreed that the analogy session has had at least some, and often a lot of impact in relation to their own business.
- For the participants in the garden analogies, the correlation was immediate and easy. Many identified instantly with one or the other type of garden, and in several particular cases participants proposed or agreed to attempt to lean more towards the opposing style, for the sake of trying something new and because openness to new experiences is widely thought to be a positive trait within an organization.
- Action plans devised by the garden groups included identifying the potential risks of the type of garden associated with their organization, connecting them to real potential risks within the organisation, and coming up with a risk prevention plan and exit strategies.
- The historical analogy had great impact, particularly as a negative example of “what not to do”



- Participants in this analogy were quick to find both positive role models and negative leadership models either within their own organizations or, more often, rival or competing organizations.
- Both groups exposed to this analogy, during the follow-up, mentioned that the leaders they encountered since have taken on a new visibility to them and their actions are more easily explained. However, some participants are wary of the dangers of categorizing leadership models in a practical or personal way.
- One of the groups exposed to the historical analogy drew up an action plan for the future which included a large part about increasing awareness in the workplace about the need for training, soft skills and diverse competencies for managers

The third highest scoring category is **Impacts in terms of internal business environment, teambuilding, corporate identity, etc.** with 5.14

- Corporate identity showed through mostly for the historical analogy through the use of artefacts of power.
- Teambuilding and business environment were greatly discussed chapters, and the structure of the organizations was often explained, demonstrated and argued.
- In many cases, participants disagreed on the structure of the business and of the team, even though the apparent structure was identical. This raised a good point about awareness and how being “inside” limits the point of view while being “outside” of the team or business provides a clearer perspective.
- Internal business environment was a hot topic for the participants in the garden analogy, particularly the effects of certain types of organization on the internal environment, as well as the importance of the internal business environment and its impact on the degree of success of a business.
- Theories on how this can be used in order to increase the efficiency or success of the business varied, but the common factor was the agreement that there is a clear correlation between openness and open-mindedness and success in the ever increasingly international, multicultural market of today.



The lowest scoring category is **Impacts in term of business development opportunities** with 3.37.

- Though reluctant to give extremely low grades, it is still clearly visible that the difference between this category and the others is so great that the partners consider they had little to gain in this area.
- Business development opportunities are a difficult topic in Romania, as are opportunities in general, and the participants did not generally feel that this was addressed in any but the most indirect of ways.
- Practical solutions are required for this topic, and speculation was raised on whether this is a field that could be addressed at all by analogies, most participants leaning towards the negative.





Suggestions & recommendations

#	CYPRUS	POLAND	ROMANIA
1.	Provide the participants with more info from the beginning in order for the project targets to be more understandable.	As presented in the Trainer/Facilitator Satisfaction Questionnaire, the trainers highly evaluated the workshop effectiveness and reported a high level of satisfaction with its content, conduct and quality. 2 out of 3 trainers have not reported any need of implementation of changes to training programme. The issue which both in the opinion of the participants and a trainer should be tackled is the adaptation of the workshop content to the needs and character of the participants' institution so that to make the training programme relevant to the particular audience.	Trainer Mocofan, the trainer who has gone through the most sessions during this testing period, stresses the importance of adapting the course: not only to a national level, but much more particularly to each and every group which is exposed to it. The initial presentation is an important catch point and needs to be well targeted to the needs of the group.
2.		As far as other comments are concerned, the trainers suggested the unification of the target audience and organization of workshop session for a group of employees working for the same company. In addition, 1 out of 3 trainers highlighted the importance of the workshop continuation over the longer period of time so that the issues could be thoroughly worked on, applied on the conceptual level and evaluated.	Trainer Pana complains about the crossing over from the first presentation part to the second dialogue part, and claims that the transition was slow and difficult for the participants. Getting started with a real conversation took so long the participants almost ran out of time, and a set of interactive games or icebreakers could be of great use to get the energy level up, especially after a historical presentation.
3.			Trainer Tutuianu specified that the initial presentation took too long in her case, and she would shorten it for future analogy sessions in order to give more time to the discussion.
4.			Trainer Mocofan stated that he is most happy with the group made up of the entire decision-making team of Alfa and Omega, which were extremely responsive, being used to working as a team, and extremely quick in drawing up a workplan for the future based on the learnings taken from the analogy session.
5.			Trainer Pana mentioned that although the historical analogy is a relevant topic, it may not be as attractive a topic as initially thought. The gardens analogy, for example, had much more success among the trainers as well as the trainees, and



			the more attractive analogy made for a more interactive session – and naturally has a better chance for exploitation.
6.			All trainers are satisfied with the method and quite eager to keep pursuing it, especially in the context of adding new analogies and adapting them to the existing market.
7.			Trainer Mocofan, the trainer who has gone through the most sessions during this testing period, stresses the importance of adapting the course: not only to a national level, but much more particularly to each and every group which is exposed to it. The initial presentation is an important catch point and needs to be well targeted to the needs of the group.



## Appendices



## Participants lists

### CYPRUS

<i>nr</i>	<i>NAME</i>	<i>SURNAME</i>	<i>GENDER</i>	<i>COMPANY / ORGANIZATION</i>	<i>POSITION</i>
1.	Kostas	Giorgallis	M	Amelco industries	Managing Director
2.	Elena	Tanou	F	Top Kinisis	Vice president
3.	Natia	Pieridou	F	CYTA	Business Development
4.	Chloe	Photiadou	F	IPH Iakovos Photiades	Operations&Finance Management
5.	Irini	Manti	F	TUV Cyprus	Training&Marketing
6.	Tzovana	Papafilipou	F	P&P Ice cream group	HR Manager
7.	Andreas	Economides	M	Net Info	HR Manager
8.	Demos	Demosthenous	M	TUV Cyprus	Managing Director

### Poland:

<i>nr</i>	<i>NAME</i>	<i>SURNAME</i>	<i>GENDER</i>	<i>COMPANY / ORGANIZATION</i>	<i>POSITION</i>
1.	Anna	Ciesielska-Siek	F	INSTAL-LUBLIN Sp. z o.o.	HR Manager
2.	Dariusz	Puchala	M	INSTAL-LUBLIN Sp. z o.o.	Manager
3.	Edyta	Lipiec	F	Baxter Manufacturing Sp z o.o	Manager
4.	Marcin	Nadulski	M	Baxter Manufacturing Sp z o.o	IT Manager
5.	Agnieszka	Jakubczyk-Latała	F	POL-INOWEX Sp. z o.o. S.K.A.	HR Manager
6.	Magdalena	Pakulska-Modrzejewska	F	Mint Media Sp. z o.o.	Strategy Director
7.	Łukasz	Wasilik	M	Mint Media Sp. z o.o.	Account Director
8.	Jerzy	Baranowski	M	P.U.H. CEWAR Więch & Więch Spółka Jawna	Manager
9.	Jacek	Orzeł	M	ORZEŁ SA w upadłości układowej	President of the Board
10.	Piotr	Maleszyk	M	Lubelskie Przedsiębiorstwo Energetyki Ciepłej SA	Manager for Planning and Development
11.	Marcin	Dajos	M	Start Peugeot Lublin	Director



**Romania:**

**1.**

<i>nr</i>	<i>NAME</i>	<i>SURNAME</i>	<i>GENDER</i>	<i>COMPANY / ORGANIZATION</i>	<i>POSITION</i>
1.	Axente	Larisa	F	SC Medici SRL	financial manager
2.	Micu	Edith	F	Donna Shoes TM	Senior Manager
3.	Vesa	Lavinia	F	SC Cmed SRL	Senior Manager
4.	Micu	Robert	M	Barum Automotive	Assistant manager
5.	Abrudan	Mirela	F	-	-
6.	Bojin	Cristian	M	SC MKU SRL	Co-owner, manager
7.	Bojin	Gianina	F	SC MKU SRL	Co-owner, manager

**2.**

<i>nr</i>	<i>NAME</i>	<i>SURNAME</i>	<i>GENDER</i>	<i>COMPANY / ORGANIZATION</i>	<i>POSITION</i>
8.	Asztalos	Robert	M	Continental	Student\intern
9.	Bleotu	Costin	M	-	Student\intern
10.	Burghilea	Dragos	M	Yazaki	Student\intern
11.	Cechin-Crista	Cristina	F	Atos IT	Student\intern
12.	Cristian	Adrian	M	Continental	Student\intern
13.	Nicorici	Diana	F	Elster Rometrics	Student\intern
14.	Vrincianu	Andreea	F	Continental	Student\intern

**3.**

<i>nr</i>	<i>NAME</i>	<i>SURNAME</i>	<i>GENDER</i>	<i>COMPANY / ORGANIZATION</i>	<i>POSITION</i>
15.	Dragomir	Ion	M	Alfa Omega	Broadcast manager
16.	Toplicianu	Daniela	F	Alfa Omega	Assistant Manager
17.	Groza	Daniela	F	Alfa Omega	Sales Representative
18.	Hinoveanu	Georgiana	F	Alfa Omega	Editor



19.	Cornean	Daniel	M	Alfa Omega	Cameraman
20.	Avram	Iulia	F	Alfa Omega	Editor
21.	Lazea Thomas	Daniel	M	Alfa Omega	IT Tehnician
22.	Giulusan	Gabriel	M	Alfa Omega	Graphic Designer
23.	Petroiescu	Claudiu	M	Alfa Omega	Editor
24.	Nicolescu	Ioan	M	Alfa Omega	Editing Coordinator
25.	Iancu	Daniel	M	Alfa Omega	Tehnician

**4.**

<i>nr</i>	<i>NAME</i>	<i>SURNAME</i>	<i>GENDER</i>	<i>COMPANY / ORGANIZATION</i>	<i>POSITION</i>
26.	Onofrei	Andreea	F	Selgros	Student\intern
27.	Tirla	Paula	F	-	Student\intern
28.	Coseri	Elena	F	Videoplay	Student\intern
29.	Botean	Andreea	F	-	Student\intern
30.	Vilcu	Madalina	F	Zite international	Student\intern
31.	Vava Simon	Renate	F	Ringier Romania	Student\intern
32.	Stan	Cosmin	M	-	Student\intern
33.	Petruta	Loredana	F	-	Student\intern
34.	Golub	Alexandrina	F	Continental	Student\intern
35.	Jivanovici	Andreea	F	Spiral SRL	Student\intern
36.	Vasilescu	Cristina	F	City Hall jimbolia	Student\intern
37.	Atanasoai	Ciprian	M	Data Group int.	Student\intern
38.	Ceban	Veronica	F	HartCrew Romania	Student\intern

**5.**

<i>nr</i>	<i>NAME</i>	<i>SURNAME</i>	<i>GENDER</i>	<i>COMPANY / ORGANIZATION</i>	<i>POSITION</i>
39.	Luca	Radu	M	Flextronics	Tehnician
40.	Nicolae	Mihai	M	Flextronics	Tehnician
41.	Pirvu	Sebastian	M	Deltatel	Tehnician
42.	Dragoi	Lucian	M	SC SERGIU - VERO SRL	Chief Mechanic



43.	Gyorfi	Francisc	M	Banat Car	Sales Representative
44.	Istoc	Daniel	M	-	Student\intern
45.	Dragoiu	Gheorghe	M	Ancom D.R.	Tehnicial Supervisor
46.	Carson	Cristian	M	ICCO Systems	Tehnician

**6.**

<i>nr</i>	<i>NAME</i>	<i>SURNAME</i>	<i>GENDER</i>	<i>COMPANY / ORGANIZATION</i>	<i>POSITION</i>
47.	Ungureanu	Rebecca	F	SC Pavel si Papuc	Manager
48.	Ciobanu	Loredana	F	Lions Club	Project coordinator
49.	Cristea	Daniel	M	Rewe romania	Manager