

fit ENHANCING NON-PROFESSIONAL COMPETENCES **Managers**

TESTING STAGE

WP 3

led by Fundação Escola Profissional de Setúbal

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❖ CONTEXT

The project **FIT-Managers** intend to decrease the effect of stress at work through the development of an innovative training program, based in 4 different Modules, to teach managers how to acquire non-professional competences, to perform well and better adapt to an increasingly challenged business environment.

Each partner has developed a different module in the areas of: **Health - Spain, Sports - Portugal, Nutrition - Lithuania** and **Attitudes – Romania**.

The modules were created by each partner with the help of experts which allowed for the development of solid programmes.

Since this is an innovative program of training, with the intention of obtaining results in different countries, in areas as diverse as those developed in the various training modules, and despite the help of experts and monitoring essential, it is necessary to develop a **Testing Stage**.

The dimension of the project and partners involved increase the complexity of the product. Ideally, all the possible permutations of the training program should be tested. Aware of the difficulty of making the program adaptable to all managers of the various necessities of the different countries (as it became abundantly clear in the Research Stage), we believe however that the quality of the Testing Stage is related to the quality of the professionals involved (Trainers) on filter relevant permutations.

The **testing stage** is therefore nothing more than to research the product to provide information about their quality in relation to the context in which it must operate. This includes the process of using / testing the product to find its flaws and define the methodologies to be applied in its implementation.

➤ ***The aim of TESTING STAGE***

With the **Testing Stage** we expect a final product that best pleases both target audience - managers, as to the provider, e.g., the project partners **FIT MANAGERS**.

The Testing Stage was developed with two different Courses:

↳ **TRAINER'S PILOT COURSE**

↳ **TRAINEE'S PILOT COURSE**

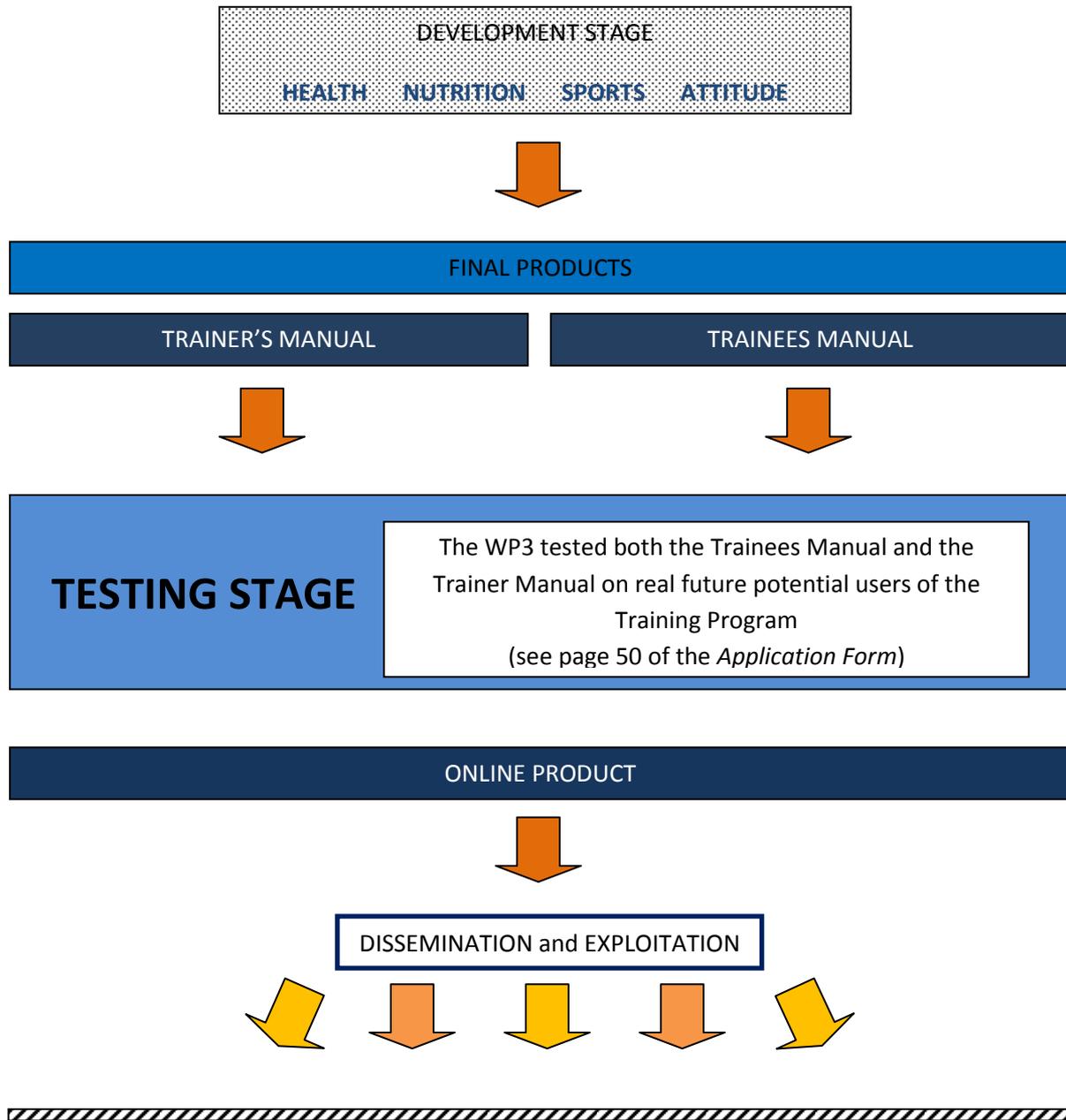
Portugal was the lead partner on this Work Package – WP3 and was also responsible of the internal monitoring and evaluation of both Pilot courses.

The tasks were:

- Organising two pilot courses
- Celebrating both pilot experiences

At the end, Portugal carried out an internal evaluation on this stage.

➤ **STEPS**



❖ **TRAINER'S PILOT COURSE** *16 to 20 of April 2012*

Each Trainer (selected by partners) got acquainted with the 4 different modules, produced in the previous stage – DEVELOPMENT STAGE

After that, the 4 Trainers accessed the online platform and Exchange information's, opinions and procedure accordingly with the established calendar.

STEP 1 – TRAINING

STEP 2 – EVALUATION

STEP 3 – FINAL EVALUATION

The main objectives of this pilot course were:

- Check the interchangeability of the information contained in the final product
- Develop methodologies for the implementation of the Training Program
- Testing technology - Online Platform

Each partner selected a Trainer who tested the module produced in their country and also the modules produced by the other partners.

This Trainer was responsible for:

- ↳ assure that all the modules had useful and applicable
- ↳ assure that the Training Programme had internal coherence
- ↳ acquiring all the information on the modules in order to allow the trainees training and monitoring;
- ↳ understand if that information is applicable in his country;
- ↳ use, often, the platform to enable better monitoring of the trainee
- ↳ develop methodologies to apply the Training Program to the trainees

❖ **TRAINEE'S PILOT COURSE** *23 of April to 23 of October 2012*

FEPSET created a Guideline for the Testing Stage with a monthly calendar and all the necessary guidance to help the Trainers and Trainees during this stage, several STEPS were highlighted.

STEP 1 PRESENTATION / ASSESSMENT

STEP 2 INITIAL FORM

STEP 3 INITIAL EVALUATION

STEP 4 TRAINING

STEP 5 MONITORING FORM

STEP 6 MONITORING EVALUATION

STEP 7 TRAINING

STEP 8 EVALUATION

STEP 9 FINAL FORM

STEP 10 FINAL EVALUATION

STEP 11 TRAINING TRAINEES EVALUATION

STEP 12 FINAL EVALUATION REPORT

In order to assure the proper development of the Testing Stage FEPSET kept a continuous e-mail exchange with all the Trainers. Unfortunately some of the dates proposed were not obliged and the Testing Stage Reports were sent to the lead partner with a delay.

The main objectives of this pilot course were:

- Testing and evaluating the methodologies applied
- Test and evaluate the technology - Online Platform
- To test the content and effectiveness of the Training Program

Each partner selected one or more Trainees with whom they tested the modules developed.

These Trainees were responsible for:

- ↳ Time availability
- ↳ Commitment
- ↳ Evaluation

➤ **OVERALL OBJECTIVE**

Testing the contents, methodology and technology of the Training Programme on a Trainees' Manual Pilot Course and Trainer's Manual Pilot Course (*see page 75 of the Application Form for further information*).

- ↳ TRAINER'S MANUAL PILOT COURSE
- ↳ TRAINEE'S MANUAL PILOT COURSE

➤ **MONITORING SYSTEM**

The testing Stage was monitored by FEPSET with the use of different forms namely:

In the beginning – Reports for Trainers and Trainees

In the middle – Reports for Trainers and Trainees

At the end – Reports for Trainers and Trainees

All parts involved in the Testing Stage, Trainers and Trainees assured all relevant information regarding the development of each module:

HEALTH

NUTRITION

SPORTS

ATTITUDE



❖ ANALYSIS ON TRAINER’S PILOT COURSE

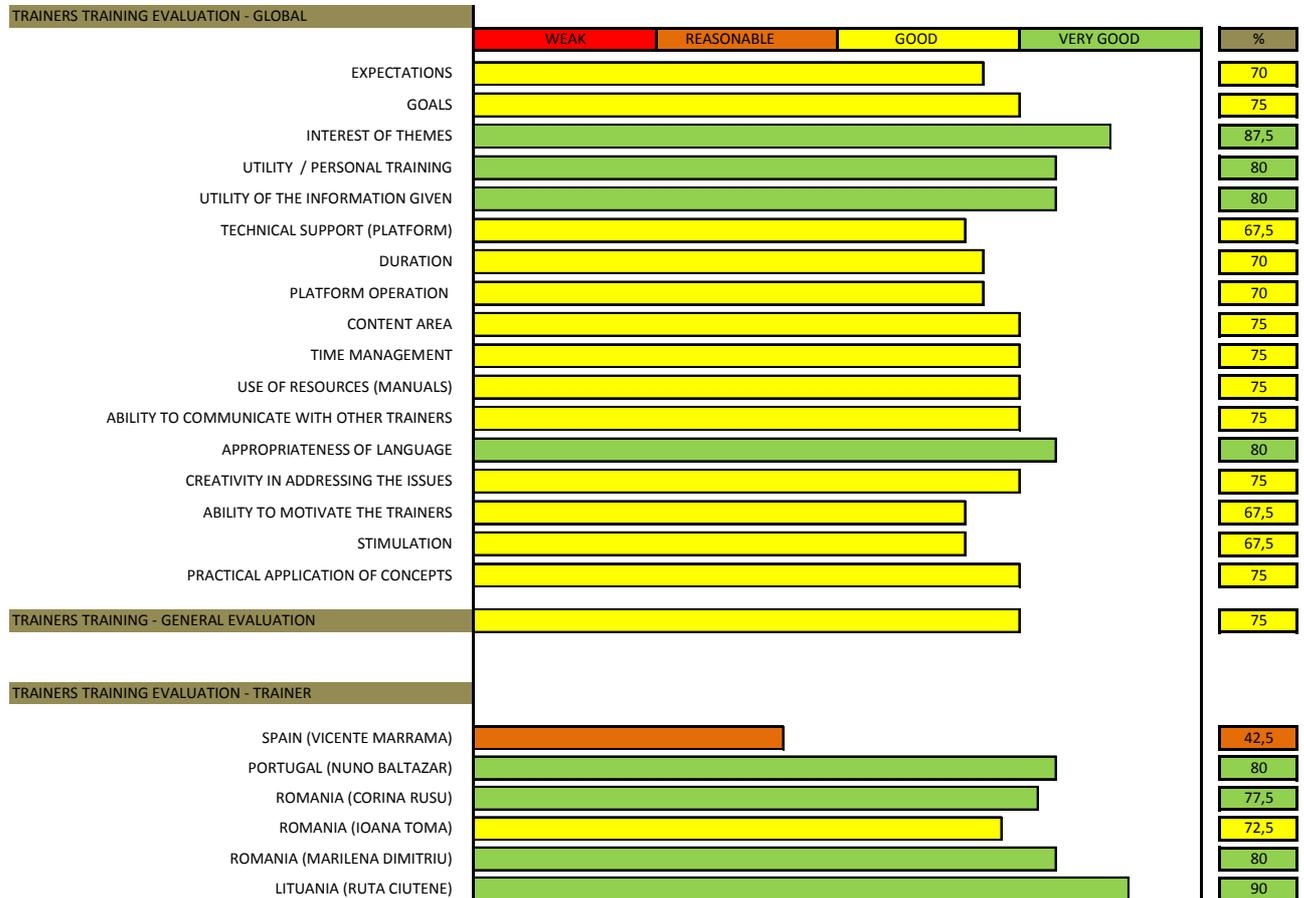
The main objectives on this pilot course were:

- Check the interchangeability of the information contained in the final product
- Develop methodologies for the implementation of the Training Program
- Testing technology - Online Platform

The present analysis on Trainer’s Manual Pilot Course was elaborated concerning WP3 TESTING STAGE – evaluation of the training period, developed between 16th and 20th of April 2012.

TRAINERS			
SP	PT	LU	RO
VICENTE MARRAMA	NUNO BALTAZAR	RUTA CIUTIENE	CORINA RUSU
			IOANA TOMA
			MARILENA DIMITRIU

In the end of that period, each Trainer filled an evaluation. Based on those reports, we get the following results:



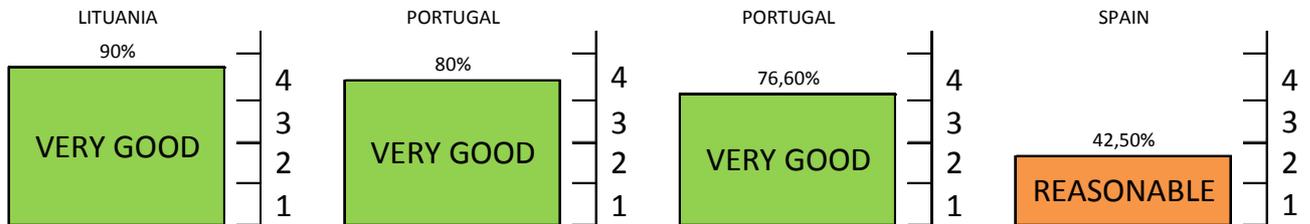
➤ CONCLUSIONS

LITUANIA emphasizes the good work (**VERY GOOD**) of the platform and the creativity of the training material supports.

ROMANIA points out the excessive theoretical (non interactive) contents of the Manual and suggests an audio book - so that managers can use it during traveling times. Even so, the combined evaluation of the 3 Romanian's Trainers is **VERY GOOD**.

PORTUGAL evaluates this training as **VERY GOOD**.

Spanish Trainer's expectations regarding this training period weren't satisfied and the personal goals outlined where also weakly achieved. So, SPAIN evaluates this training as **REASONABLE**.

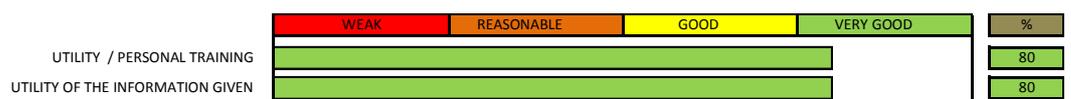


Regarding the objectives plotted for this Pilot Course we can conclude:

The technology used – **Online Platform** – is practical and useful. The evaluation on this matter was positive.



The information contained in this training course was described as Good. None of the trainers referred to non-interchangeability of the information of the modules.



However, concerning methodologies for the implementation of the Training Program, some trainers underline that this course should be more interactive.



Therefore, on the next phase of the Testing Stage each Trainer should focus on the development of new and more attractive methodologies for the implementation of the training program on Managers (trainees). A good use of the resources (manuals) is essential and requires a good knowledge of the contents.

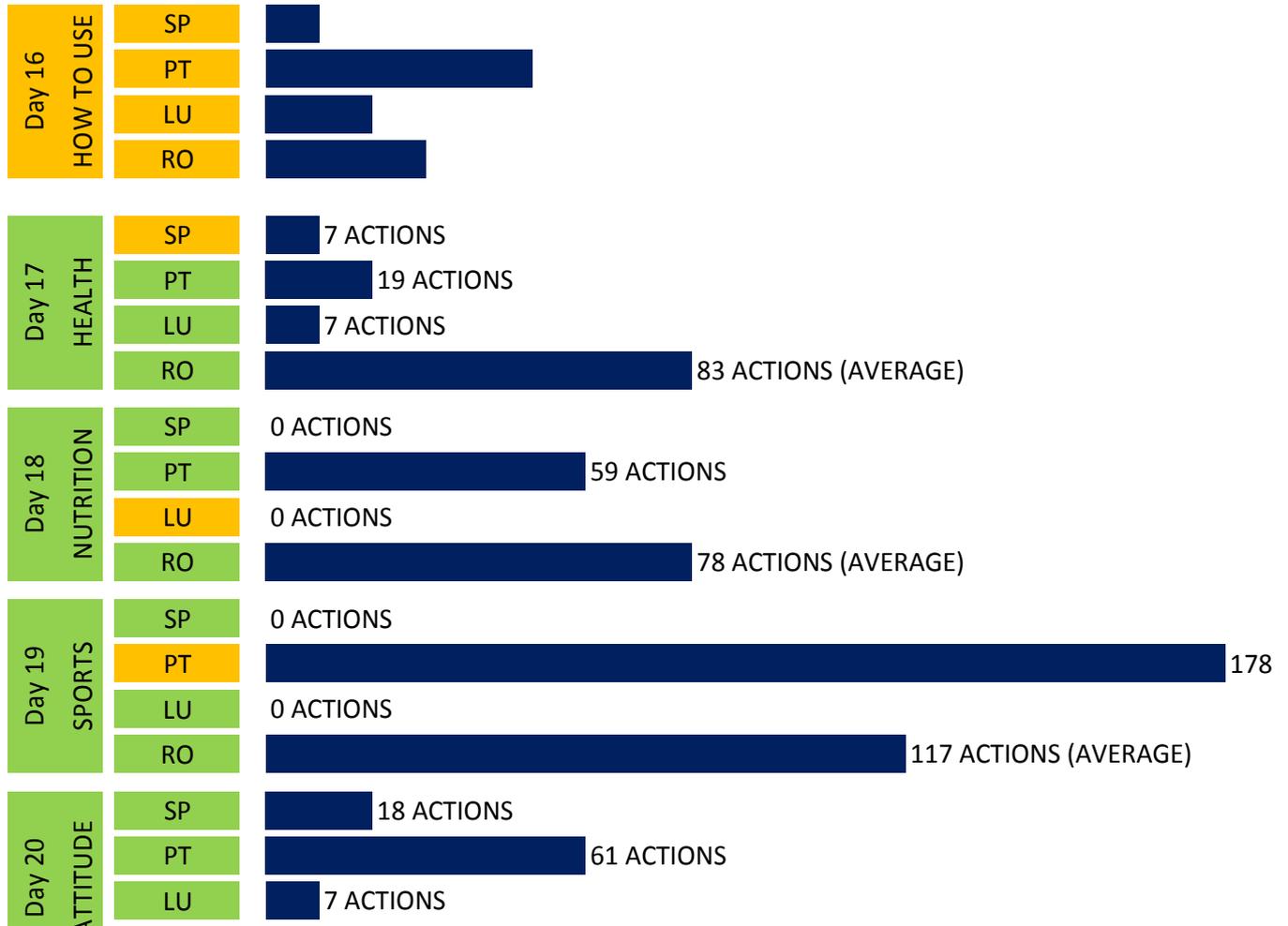
➤ **INFORMATION ABOUT THE ACTIVITIES DONE BY TRAINER’S**

This graphic shows the Trainer’s log in the Projects platform during their training.

Log of users (Trainer’s)



Actions developed by Trainer's



❖ ANALYSIS ON TRAINEE’S PILOT COURSE

The main objectives of this pilot course were:

- Check the interchangeability of the information contained in the final product
- Develop methodologies for the implementation of the Training Program
- Testing technology - Online Platform

The present analysis on **Trainee’s Pilot Course** was elaborated concerning WP3 TESTING STAGE – evaluation of the training period, developed between 23th april and 23th of october 2012.

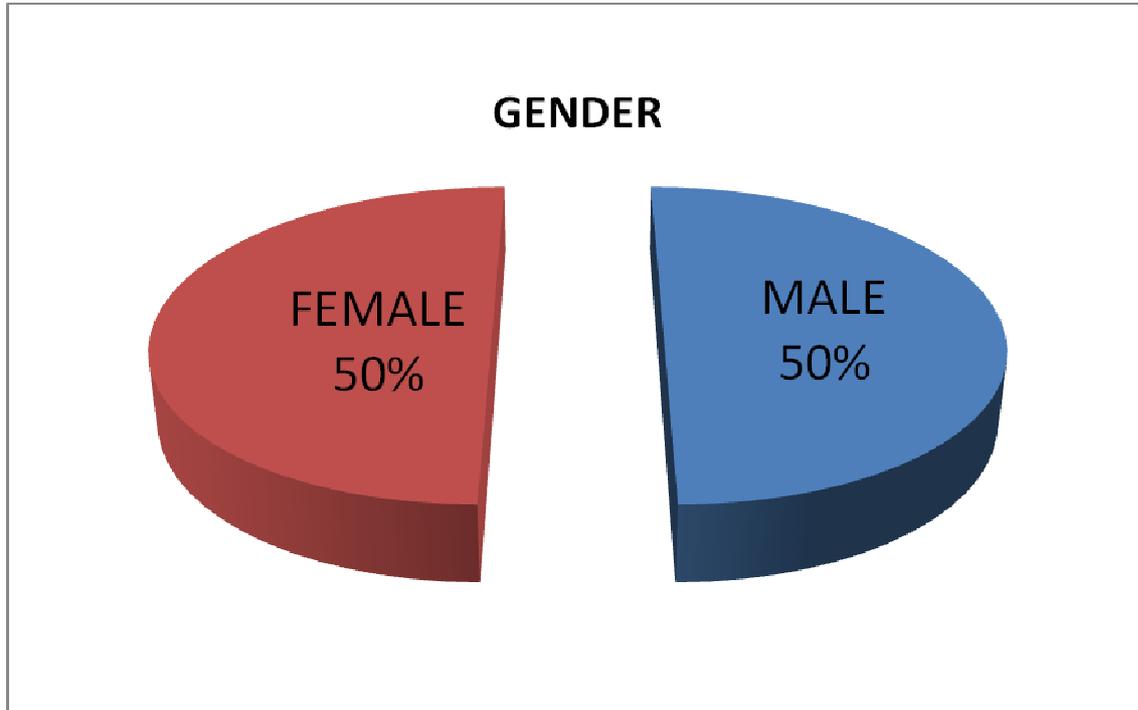
Each partner worked with, at least, one Trainee in his country.

There were **eight (8) Trainees in total**, distributed by country as follows:

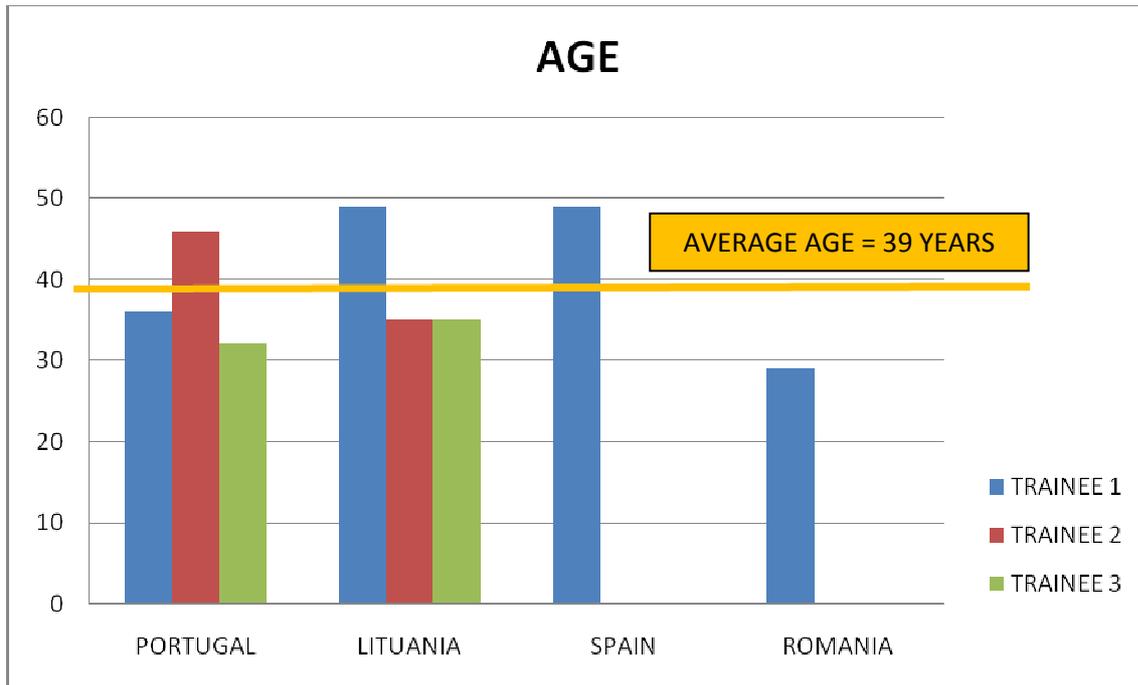
TRAINEES			
SP	PT	LU	RO
TRAINEE 1	TRAINEE 1	TRAINEE 1	TRAINEE 1
	TRAINEE 2	TRAINEE 2	
	TRAINEE 3	TRAINEE 3	

➤ **PROFILE OF PARTICIPANTS**

Gender analysis, there was a similar number of Men and Women participating in the Testing Stage.

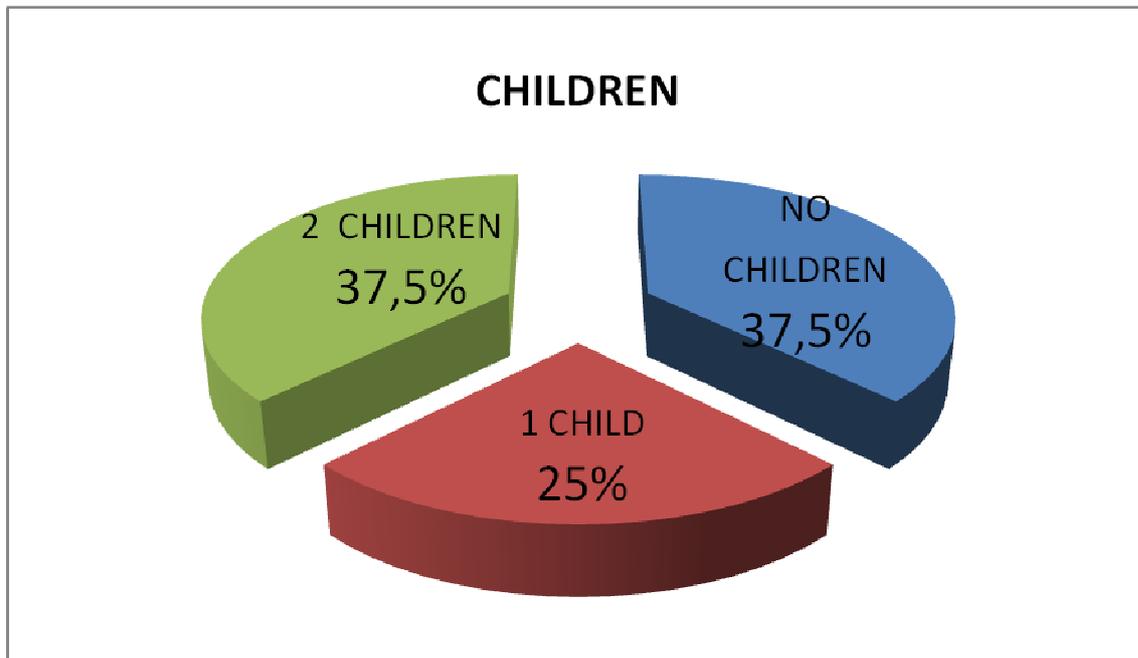


The different ages of the Trainees involved were a very important factor in order to establish the comparisons and differences between countries and within each country. The pattern studied allows us to focus on real needs of the managers.



Another important factor for analysis regarding stress was, of course, having children or not.

The majority of the Trainees involved in the training had no children. Even so, again, the pattern allows us to have a good spectrum to work with.



➤ CONCLUSIONS

Each country contacted at least one manager to be the Trainee for the Testing Stage. Two countries Portugal and Lithuania were able to have 3 trainees to test the products. All Trainers, in the beginning of the training program, each Trainee filled a questionnaire with some personal information and his/her availability for weekly meetings.

In the middle of the training, again, each Trainee answered a questionnaire to verify the effects of the development of the testing stage.

In the end of the testing stage, the Trainee filled a last document to evaluate the results obtained during the 6 months training period.

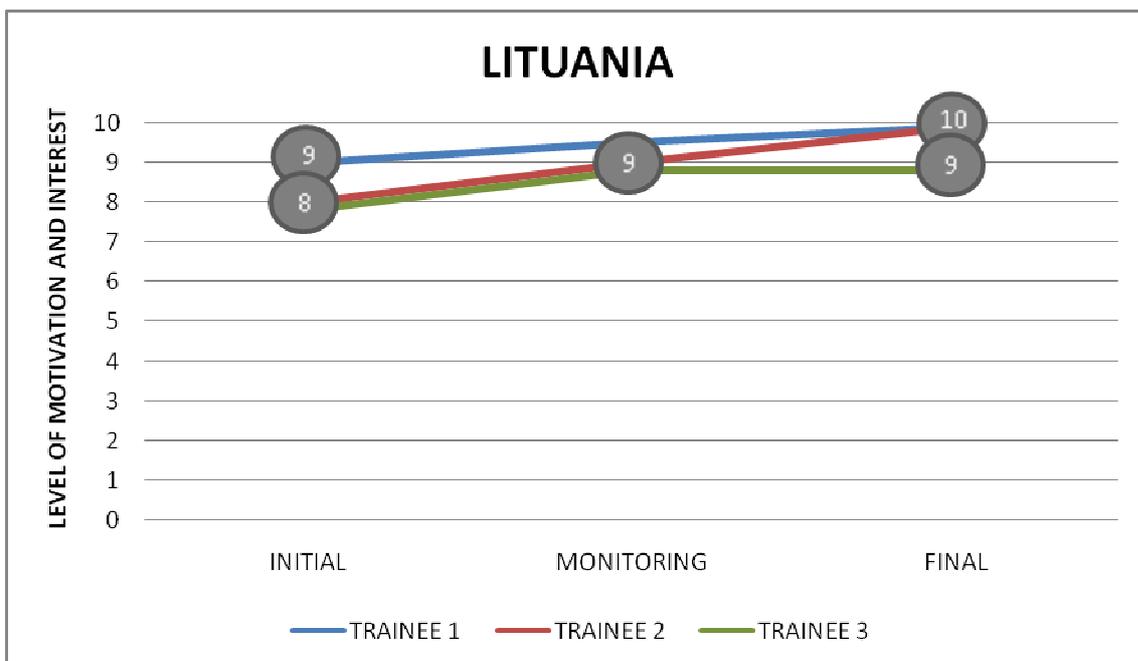
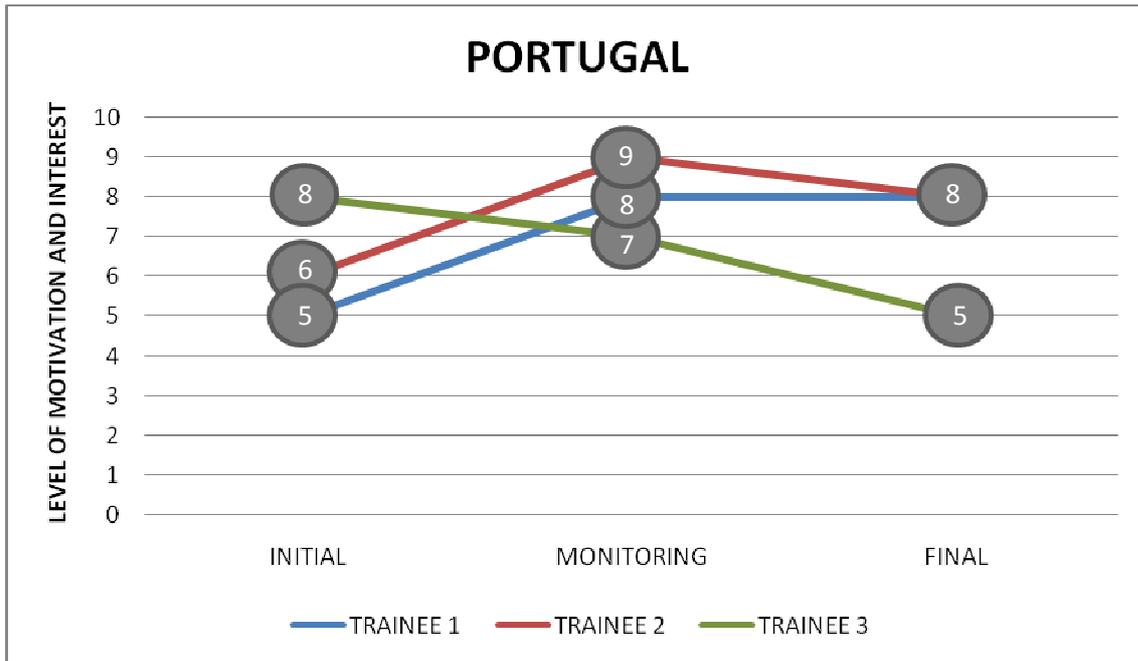
All the forms were created by FEPSET and no changes were made by each partner, therefore assuring that the results obtained could be analyzed and compared.

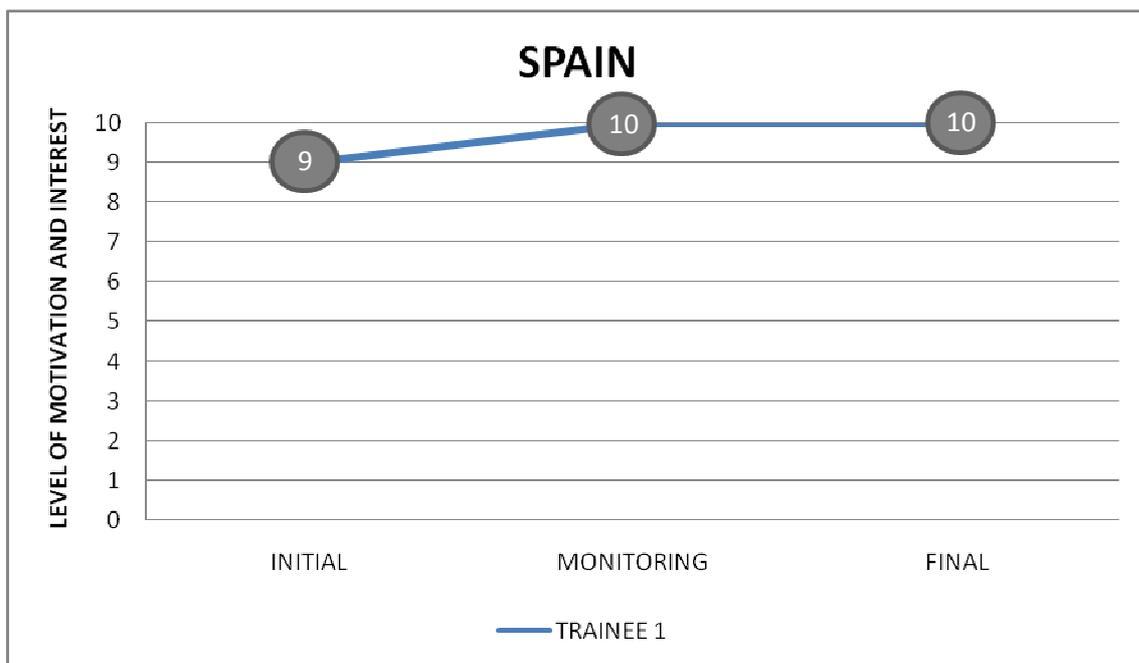
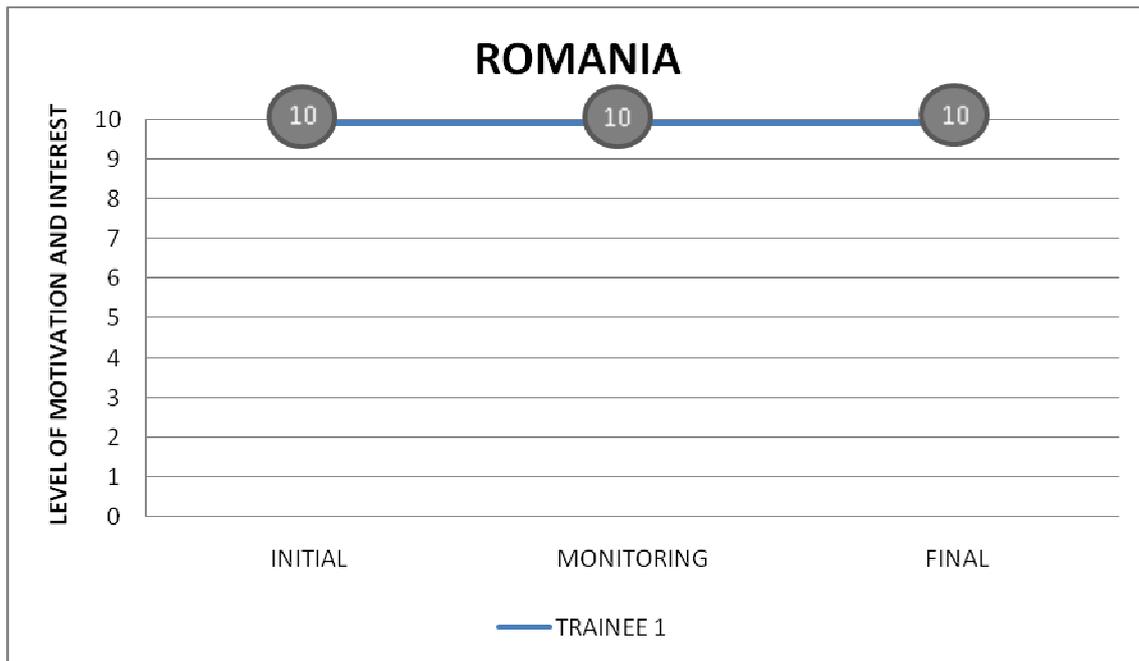
Each Trainer had to compile the information in the Trainees report to summarize and analyzed, during each stage, the outcomes and results.

➤ **MOTIVATION AND INTEREST**

Based on the Trainees reports, we were able to evaluate the Motivation and Interest in participating in the FIT-MNG Project.

We got the following results:





➤ CONCLUSIONS

In general, the level of expectation of the trainees was quite high. The big majority of trainees found the training very interesting – this is shown to us by the increasing motivation during this period.

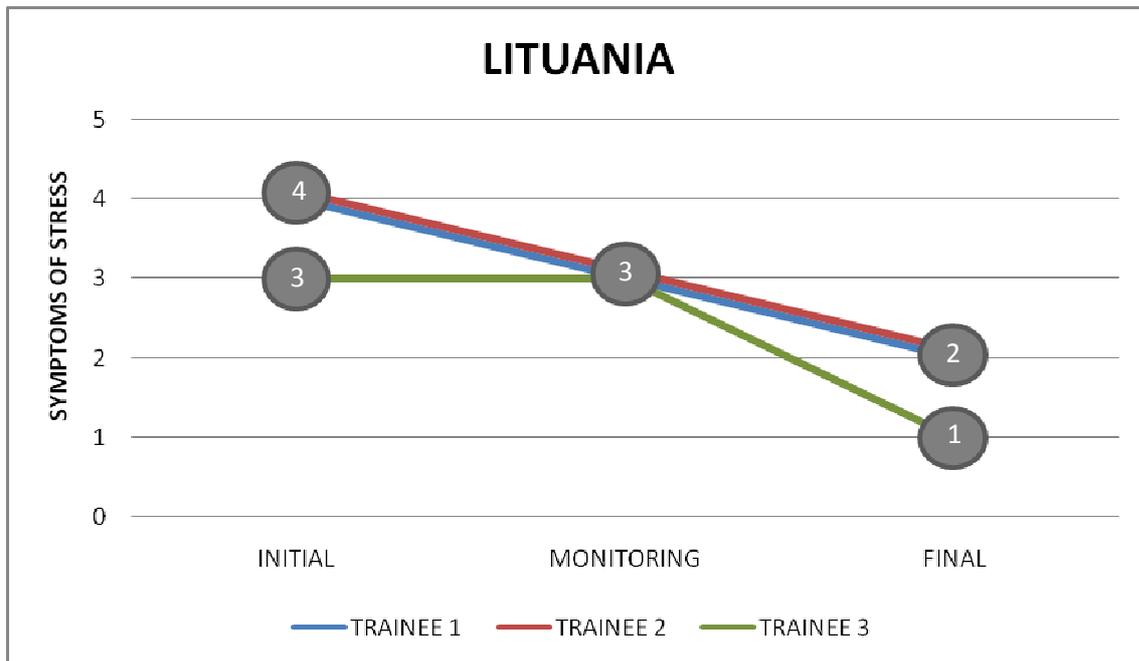
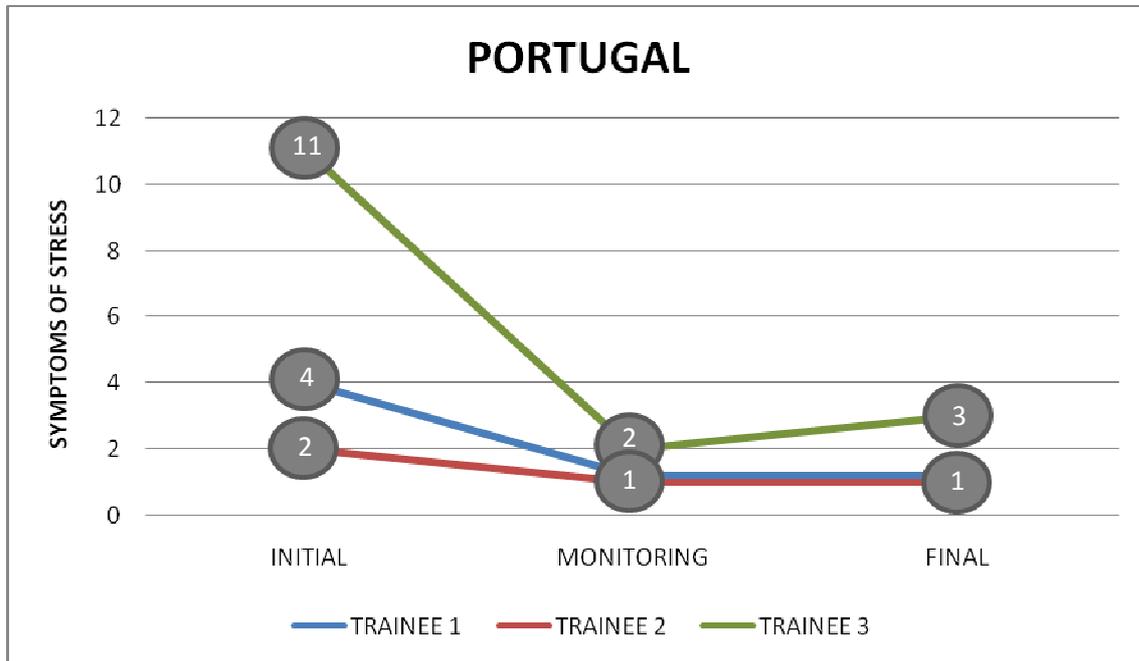
➤ **IDENTIFICATION OF STRESS SYMPTOM'S**

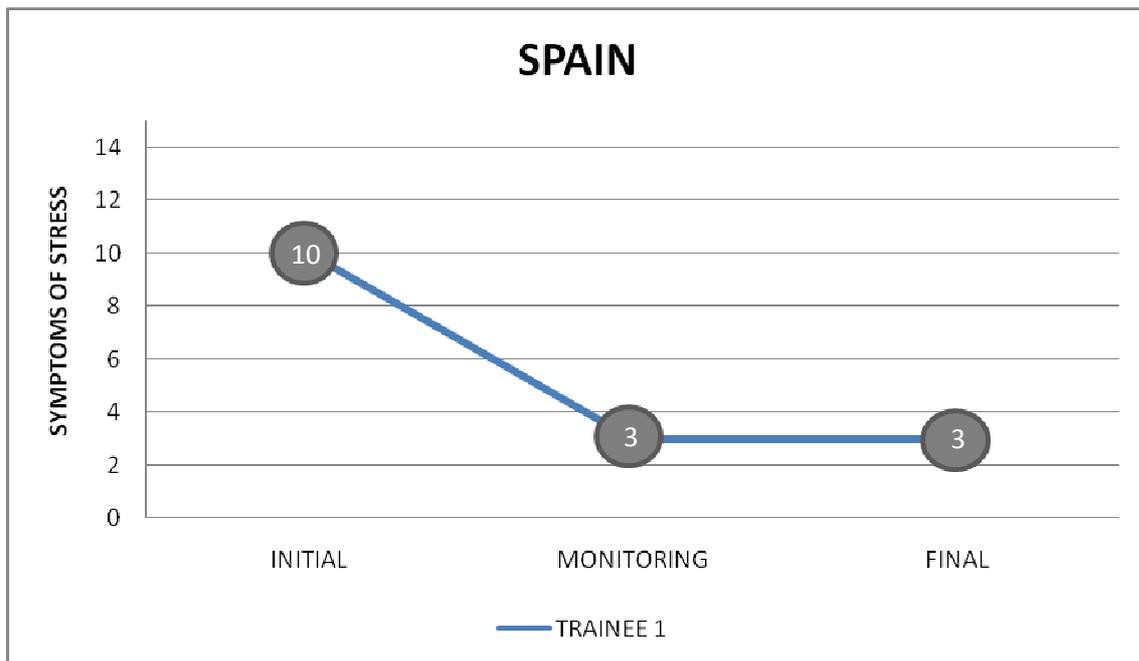
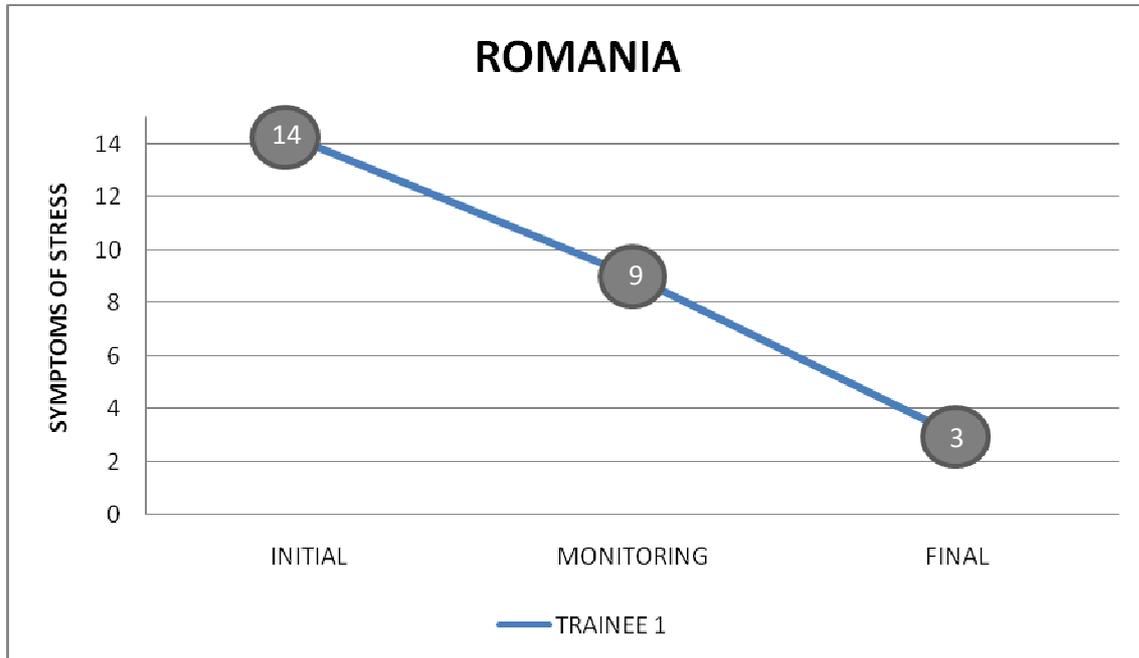
FEPSET tried to identify some STRESS symptoms, so we selected 26 different indicators that can easily be related with STRESS for example:

- I get tired going up and down the stairs
- At the end of the day I feel drained, most of the times
- I drink a lot of coffees o Sadness
- I smoke a lot
- Lack of concentration
- Trembling hands
- Frequent headaches
- Difficulties on sleeping
- Gain or lose weight
- Trembling knees and legs
- Heart beat acceleration
- Others

By asking the **SYMPTOMS OF STRESS** of each Trainee in the beginning, middle and end of the training, we could also identify the results of the training in action.

These were the results achieved:





➤ **CONCLUSIONS**

The positive and practical aspects of training were revealed by the progressive decrease of stress symptoms. Trainees felt better and improved how they felt.

➤ **TRAINEE'S REFLECTION ON AREAS DEVELOPED**

From the analysis of the different reports made by Trainers we can verify that the Trainees were flexible enough to accept their suggestions and also noticed the improvement in their life's because of the change in their approach regarding the 4 areas worked.

The Training Product is based on a diamond structure:



Let us consider some of the expressions used by the Trainees referring to each areas of the diamond.

SPORTS

Spanish Trainee, male manager, 49 years-old

Yes, I have more security in myself and I like myself more than before, due to sports.

I am trying to use exercises every day to lower stress level and feel better and better.

Lithuanian trainee, male manager, 35 years-old

ATTITUDES

I have learned to analyze my stress and find ways to manage.

Lithuanian Trainee, male manager, 49 years-old

I have learned how to promote self-analysis.

Portuguese Trainee, manager, 46 years-old

I have a higher availability to think and rethink about some situations and about my actions.

Portuguese Trainee, female manager, 37 years-old

HEALTH

I feel much better and more relaxed, even when I have to make difficult decisions and it gets me in stressful situations.

Lithuanian Trainee, male manager, 35 years-old

What were the biggest benefits you've gained from this course?
To be aware of the importance of these matters, to reduce my stress and to live happily.

Spanish Trainee, male manager, 49 years-old

NUTRITION

I began to eat less and more times through the day, specially fruit between meals. Dinner started to be again a normal meal, not only a sandwich.

Portuguese Trainee, female manager, 32 years-old

I'm eating much more fruits and vegetables (...) I'm feeling less stressed and I'm very glad for this progress.

Romanian Trainee,
female manager,
29 years-old

Spanish Trainee,
male manager,
49 years-old

Now I eat in a balanced way, five times a day, but less quantity.

The main problem was time for eating. It was very difficult to eat regularly due to very busy day. Solution: to bring food from home.

Lithuanian Trainee, male manager, 49 years-old

➤ REMARKS ON TRAINEE'S RESULTS

HOW THIS COURSE HELPED YOU?

Do you feel that your personal and professional skills have increased due to sports?

“Yes, I have more security in myself and I like myself more than before.”

- N.C., Spain

“I became less stressed and I feel healthier.”

- Z., Lithuania

«My stress level reduced substantially.»

- P.S., Portugal

«This course empowered me, helped me to overcome my barriers.»

- C.E., Romania

«I FEEL MUCH
STRONG AND ABLE
TO SUCCEED IN
REACHING MY
GOALS»

- C.E., Romania

«It gave me some
space for me, which
allowed me to
reflect on some
aspects and
“organize” ideas.»

- P.S., Portugal

“The main problem was
time for eating. It was
very difficult to eat
regularly due to very
busy day. Solution: to
bring food from home.”

- R., Lithuania

« Now I watch
the positive, the
happy side of
life. »

N.C., Spain

➤ **AREAS DEVELOPED BY COUNTRY**

The project developed 4 different modules to be worked and skills to be developed with the Trainees, during the Testing Stage.

Nevertheless, in this report we show the areas/skills that were further developed and worked by the Trainers with their Trainees:

SPAIN – Nutrition

LITHUANIA – Nutrition

PORTUGAL

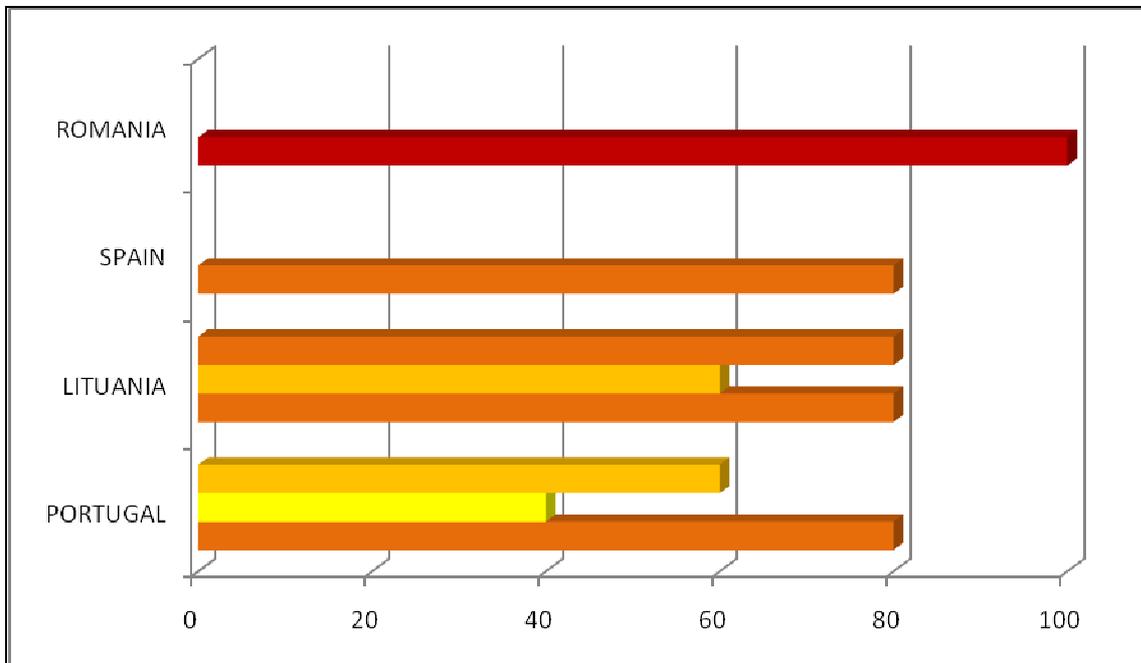
Trainee 1 – Attitudes

Trainee 2 – Sports/Attitudes

Trainee 3 – Health/Attitudes

ROMANIA – Nutrition/Sports

When asked about the percentage that they consider can be apply for knowledge gained from this course in their professional work, Trainees answered very positively:



“Everything that I learned can be applied to my professional life, no matter in which field I work or I’ll work.” – Romanian Trainee

❖ REPORT CONCLUSION

In conclusion we have evaluated the **TESTING STAGE** positively; in general the Trainees kept their level of interest and decreased their Stress Levels (symptoms).

They also improved their skills regarding their **ATTITUDES, NUTRITION** (learned how to eat better), **HEALTH** and **SPORTS** (helped them feel better).

According to the needs of each Trainee, some Trainers focused their work on the specific module they needed to improve the most and at the end the better results were achieved.

In general, the Trainers' remarks were constructive regarding the Trainees improvement. The Trainees should continue with the work they started and improve their lack of skills in the different areas.

On a less positive remark, we feel that the number of Trainees was not enough to have a wider and proper analysis of the efficiency of the modules produced. Nevertheless, there were not negative comments regarding the use of the modules, the method of approach by the Trainer (coaching) and also with the use of the Project's platform.

The Testing Stage clearly achieved its goal and the results obtained were of very good quality.

It is clear that the Trainee's motivation generally increased during the Testing Stage and that the evaluation made during this period allowed us to confirm a significant improvement in their LIFE related with Stress Levels.

It was observed that the Stress Symptoms decreased and that in general the Trainee's improved their skills regarding the 4 areas carried out by the Trainer's.

Nevertheless, according to the Trainer's evaluation some Trainee's need to continue improve their **ATTITUDES** towards changing their habits and decreasing their Stress Levels therefore Stress Symptoms.

➤ **TRAINER'S REMARKS**

“To keep work and rest balance with positive thinking. Positive thinking will help to solve problems and keep good health.” **Lithuania TRAINER**

“The trainee has reached excellent results in changing nutrition habits. But, he needs support to achieve new goals.” **Lithuania TRAINER**

“To keep positive attitudes in all areas of work and family life.” **Lithuania TRAINER**

“This particular trainee needed more work in other areas related to attitudes, but not so much as the exercises, because her way to deal with the exercises situation were not suitable. But the exercises were made, only with few results. At the end of each session, we talk about other issues, and that was the real need of the trainee.” **Portugal TRAINER**

“Trainee that gained physical habits, which could work in the sadness, demotivation and daily worries. Real stress levels are low and will continue low.” **Portugal TRAINER**

“A trainee who changed the most. Had higher rates of stress, but demonstrated the greatest ability to change the situation, with plenty of focus and a very clear and objective idea of where she was and where she wanted to go. **The project helped** to stop, think and organize, but hardly the trainee not achieve their goals alone. In this case the trainer was a figure whom the trainee "featured" results and thus perhaps have achieved her objectives faster, but on her own.” **Portugal TRAINER**

“The Trainees has become very motivated the program effectively, after attending the dissemination seminar of the Fit Managers project. The fact that she saw the reactions of other people and their interest, she better understood the benefits it can have.” **Romania TRAINER**

“My Trainee knows the key to eliminate stress is going to the causes, not to the symptoms. He has learnt to relate the symptoms to their causes and in this way he can determine the true nature of his stress.” **Spain TRAINER**

➤ **FUTURE OF THE FIT-MANAGERS PROJECT**

Analyzing the results achieved during the **Testing Stage**, the quality of the products produced during the projects development and also having in mind the remarks made by the Trainer's it is sure to say that these results will allow us to exploit the products and assure the success of its commercialization.

The products developed by the project:

- **Stress Trainee Manual**
- **Health Trainee Manual**
- **Attitude Trainee Manual**
- **Sports Trainee Manual**
- **Nutrition Trainee Manual**
- **Introduction to FIT-MANAGERS Course Trainee**
- **Trainer's Manual**

Each partner, in each country, will be able in the future to assure its commercialization.