

# **DIALOGUE IN THE DARK**

## **INTERNATIONAL BUSINESS WORKSHOPS**

EVALUATION OF THE IMPACT AND OUTCOMES FOR PARTICIPANTS

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## EXECUTIVE SUMMARY

Dialogue in the Dark's unrivaled business workshops take place in absolute darkness. In one to two hours in the dark, participants solve a number of exercises and reflect their experience and lessons learned in a subsequent debriefing session in the light. Based on the analysis of more than 300 questionnaires and a sample of 20 interviews Dialogue in the Dark business workshops were assessed both concerning their immediate and their long-term impact on participants.

**→ Dialogue in the Dark business workshops provide participants with an impulse to reflect on themselves and on their relation to their social environment.**

More than half of those reflecting on themselves (53 percent) were most impressed with experiencing their own limits and abilities that unfold in an unknown environment. The vast majority of those reflecting on matters concerning their relation to their social environment (82 percent) appreciated the value and importance of cooperation and collaboration with trust and empathy at the core.

**→ Seeking for coping mechanisms in an extraordinary situation, participants shift their attention towards their social environment.**

Rather than coping by themselves, most participants look for an external frame of reference (76 percent). Within that group, some refer to physical and auditory points of reference; however, most seek reference in their social environment (82 percent).

**→ The Dialogue in the Dark experience inspires most participants (43 percent) to enhance their way of interacting with others and to pursue a more cooperative and collaborative approach.**

Participants are sensibilized in terms of self-awareness and strengthened in their self-confidence to face unknown environments (30 percent). In addition, participants are inspired to develop trust and empathy and to become more open-minded towards their social environment (28 percent).

**→ Dialogue in the Dark business workshops achieve high rates of participant satisfaction – a critical base for sustained impact.**

On a scale from 1 (inadequate) to 5 (excellent) a total of 98 percent of participants rated the workshop as a whole with 5 (70 percent) and 4 (28 percent). Nine out of ten questionnaire respondents would recommend the workshop; 19 out of 20 interviewees would or already did so. The main critique on the workshops uttered by participants is that they wished to have more time in the dark or would have liked more or more diverse exercises. 50 percent didn't find that anything needed to be improved.

**→ Dialogue in the Dark business workshops have a sustained impact on participants.**

This does not only refer to high rates of recollection (18 out of 20 show a high degree of recollection) among interviewees but also to the transfer of lessons learned. Three out of four participants reported to have translated lessons learned into an increased self-awareness, a consciousness for matters of communication, and more openness towards others. Many felt to have anchored the lessons in their subconsciousness or integrated them in their overall behavior.

In summary, the present evaluation suggests that Dialogue in the Dark business workshops facilitate intra- and interpersonal growth. One participant summarized:

*“You learn a lot in a short time in an impactful way in an unusual environment.”*

[Participant from Kanchi Business Workshop Series, Ireland 2009]

# 1 INTRODUCTION

In Dialogue in the Dark business workshops participants are guided by blind or visually impaired trainers in a pitch-dark room. In one to two hours in the dark up to 24 people per workshop solve a number of exercises that have been selected out of a portfolio of more than 30 different modules and are combined based on the impact intended.

The sightless environment forces the participants to deal with the sudden withdrawal of their vision – the key sense that accounts for 80 percent of sensory perception. As the sighted participants rediscover their other senses, they are encouraged to experience new aspects of personal power and perception. Listening and talking become essential as those who do not speak cease to exist in a pitch-dark environment. The participants work out strategies to solve tasks together with communication and cooperation being essential tools for success. Participants are then escorted into the light for an hour of reflection and debriefing on the experience in the darkness. They are invited to learn to use hidden senses more effectively and come to reflect about abilities and disabilities.

Since their inception in 2007, Dialogue in the Dark business workshops have been conducted over 300 times in 12 countries and 14 cities with more than 4,500 participants. Target groups may be categorized as executives, employees and individuals. The four broad areas addressed by the business workshops are

- > leadership,  
(incl. stress management, creativity, trust, self-reflection)
- > diversity,  
(incl. recognition of potentials, tolerance and respect, identity building, ethics)
- > communication, and  
(incl. active listening, voice recognition, clear non-visual communication)
- > teambuilding.  
(incl. sense of collaboration, shared success, team spirit)

The aim of this evaluation is to determine the immediate impact, satisfaction among participants and the long-term impact of Dialogue in the Dark business workshops.

## 2 METHODOLOGY

This study has been conducted in the form of an inductive impact evaluation. Data collection was realized through questionnaires to obtain a general understanding of Dialogue in the Dark business workshops' immediate impact. In addition, qualitative interviews were conducted in order to verify questionnaire results, provide anecdotal evidence and draw first conclusions regarding long-term impact.

The study was conducted among former Dialogue in the Dark business workshop participants, specifically

- (1) a sample of 310 individuals surveyed through questionnaires immediately / within a week upon completion of the Dialogue in the Dark business workshop and
- (2) a sample of 20 interviewees surveyed via telephone between one month and more than two years after completion of the Dialogue in the Dark business workshop.

### 2.1 QUESTIONNAIRES

Questionnaires were filled in by participants immediately after the business workshop or online within one week upon workshop completion. The questionnaire consisted of six core questions complemented with additional questions that differed depending on workshop location. This report focuses on assessing the responses to the core questions mainly due to more comprehensive data being available. Response patterns were assessed regarding

- (1) immediate impact,
- (2) participant reaction, and
- (3) assumed learning and transfer.



The key questions in the questionnaires were posed as follows (o – open question, s – scale question):

(1) Immediate impact

- > What was the most impressive experience you had during the workshop? (o)
- > What helped you to cope with the darkness? (o)

(2) Participant reaction

- > Please evaluate the workshop on a scale from 1 (inadequate) to 5 (excellent) in the following areas: (s)
  - o The activities in the dark
  - o The reflection in the light
  - o The trainer(s) in the dark
  - o The moderator in the light
  - o The event as a whole
- > What didn't you like about the workshop? How could it be improved? (o)

(3) Assumed learning and transfer

- > In which ways were you inspired by the event regarding your professional career and / or personal development? (o)
- > Would you recommend this workshop? If so, for what reason? (o)

Data was stored in a database program that also served for content analysis. In order to structure and categorize the data a codebook was created and applied in the course of the analysis. With an inductive evaluation approach, participants' responses were reviewed and clustered to derive overall conclusions.

Due to most questions having been posed open-ended, responses to the questionnaire turned out very diverse both in terms of length and content. In order to comprehend the depth of responses they were generally clustered on three layers:

- > Layer 1 – Abstract layer: The choice of categories considers whether the response reflects the participant’s exploration of internal / personal aspects (e.g. emotional reaction) or rather external / relation-oriented aspects (e.g. communication with others).
- > Layer 2 – Intermediate layer: Responses have been categorized on a more detailed level to reflect the topic areas addressed. Due to the questions having been posed as open questions participants tended to provide more comprehensive answers. Therefore responses were coded accordingly and allocated to at least one and – if appropriate – to more than one response category.
- > Layer 3 – Detailed layer: Categories as defined in layer 2 are split into sub-categories to further reflect the multitude of responses and nuances in responses provided.

The sample of 310 individuals surveyed via questionnaires split up as indicated in the table below. The composition of the sample reflects the population targeted with the business workshops, namely executives from the private, public and social sector with an emphasis on senior business leaders.

Date	Event	Country	Participants	Questionnaire timing	
				Immediate	Online
05/07	World Economic Forum	Jordan	88		5
09/07	World Economic Forum	China	162		29
04/08	World Economic Forum Latin America	Mexico	60		6
11/08	Hindustan Times Leadership Summit	India	108	46	
06/09	Leadership Training	Hong Kong	540	48	
03/09	Young Presidents' Organization	Turkey	87	55	
06/09	Kanchi Business Workshop Series	Ireland	121	121	
		<b>Subtotal</b>		270	40
		<b>Total</b>	1166	310	

Figure 1: Overview of the sample – Surveyed via questionnaires

## 2.2 INTERVIEWS

The interviews among 20 participants were based on a loosely structured guide with open questions and conducted via telephone. The key questions covered in the course of the interview were:

1. What do you remember from the workshop?
2. What did you learn?
3. How have you applied the lessons learned?
4. Do you think Dialogue in the Dark business workshops are any different in their impact from similar workshops you have participated in the past? If so, in what way?
5. Would you / did you recommend this workshop? If so, for what purpose?

Interviews were transcribed and subsequently analyzed for their content. The sample was composed as indicated in Figure 2.

Date	Event	Country	Interviewees
01/07	World Economic Forum	Switzerland	2
09/07	World Economic Forum	China	1
04/08	World Economic Forum Latin America	Mexico	3
11/08	Hindustan Times Leadership Summit	India	2
01/09	Leadership Training	Hong Kong	4
06/09	Leadership Training	Hong Kong	4
06/09	Kanchi Business Workshop Series	Ireland	4
		Total	20

Figure 2: Overview of the sample – Surveyed via interviews

## 3 RESULTS

### 3.1 IMMEDIATE IMPACT

The Dialogue in the Dark business workshops' immediate impact essentially consists of three segments detailed below including

- (1) an impulse to reflect on oneself and one's relation to the environment,
- (2) a coping mechanism to deal with the challenge faced, and
- (3) an inspiration to change one's way of thinking and attitude in the long-term.

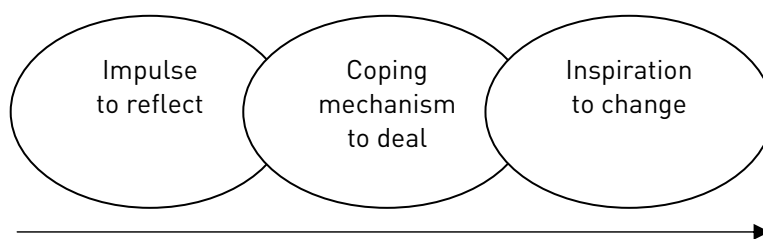


Figure 3: Stages of immediate impact of Dialogue in the Dark business workshops

#### 3.1.1 IMPULSE TO REFLECT

Analyzing the responses to the question “What was the most impressive experience during the workshop?”, it becomes evident that Dialogue in the Dark workshops provide an impulse for participants for

- > self-reflection (48 percent) and
- > reflection on their relationship to others (41 percent).

A minority of participants indicated other, more abstract issues to be most impressive (i.e. the idea of Dialogue in the Dark, specific workshop tasks or the

transferability of lessons learned). Figure 4 visualizes the distribution of responses per realm of reflection.

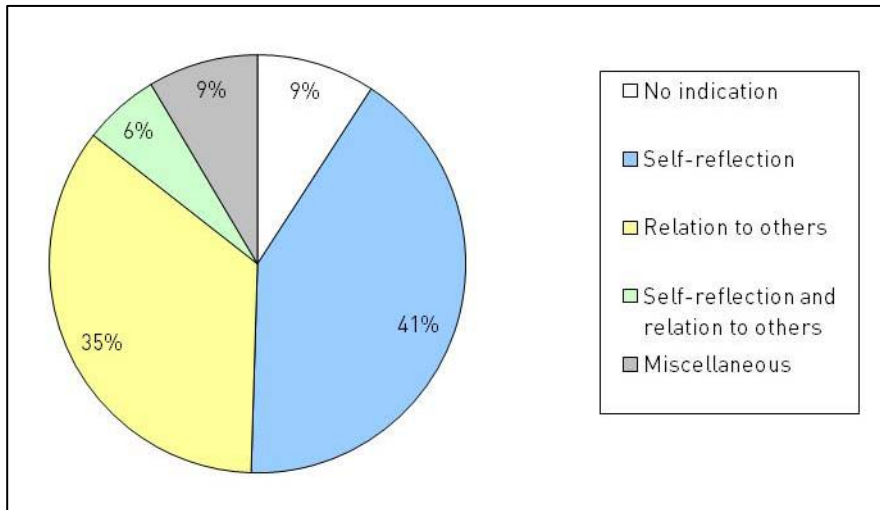


Figure 4: Most impressive experience during the workshop – Realms of reflection

#### IMPULSE FOR SELF-REFLECTION

Almost half of the participants (48 percent) indicated that they were most impressed with matters of self-reflection. A closer look at this response segment reveals that comments may be clustered into three sub-categories, namely

- > experiencing a heightened awareness for all senses (23 percent),
- > feeling an emotional impact (32 percent), and
- > discovering / rediscovering own strengths, weaknesses and abilities (53 percent).

The share of respondents per sub-category within the realm of self-reflection is summarized in the graph below.

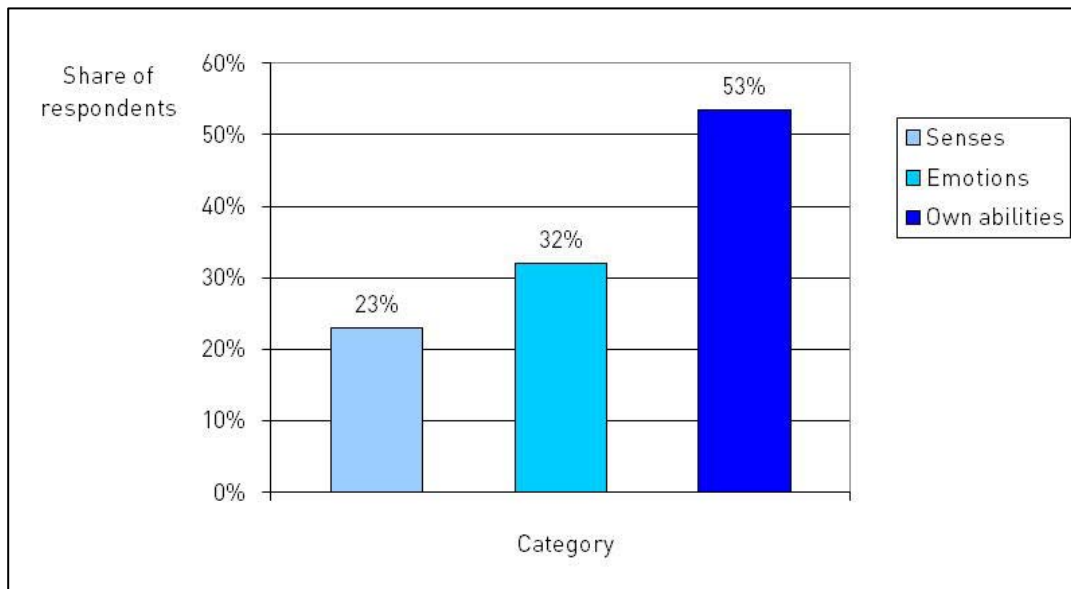


Figure 5: Most impressive experience in terms of self-reflection

### Experiencing a heightened awareness for all senses

Within the response segment almost one quarter of participants emphasized a heightened awareness for other senses to be the most impressive experience during the workshop. Some participants report that the workshop triggered them to appreciate sight and to experience what it feels like to be sightless. The majority, however, pointed to the experience of employing less used senses more consciously and experience how valuable they are in general. Particularly the role and importance of utilizing the sense of hearing turns out to be impressive for participants.

→ The absolute darkness enables participants to experience and appreciate all senses, particularly the role and potential of hearing.

Participants' responses to the question "What was the most impressive experience you had during the workshop?":

- > “How much I am connected to one single sense; and how much advantage I can take of other senses.[...]”
- > “I was impressed with what our other senses could do, minus the sense of vision.”
- > “The realization that the loss of sight isn’t the end of everything. I learned that I could cope through my other senses”
- > “Learning to tune in so quickly to voices & being able to locate the person”
- > “The heightened sense of hearing-ability to focus on listening”

### **Feeling an emotional impact**

Almost one third of respondents indicating self-reflection as the most impressive experience referred to the emotional setting of the workshop. Especially the darkness itself impacted participants. The loss of vision triggered feelings of destabilization and vulnerability on the one hand and feelings of comfort and inspiration on the other hand.

**→ The setting of Dialogue in the Dark workshops affects participants on an emotional level. Participants experience feelings of destabilization and vulnerability as well as feelings of comfort and inspiration.**

Participants’ responses to the question “What was the most impressive experience you had during the workshop?”:

- > “You feel so disoriented and also lost.”
- > “The entrance into the dark was quite disturbing, but was an exhilarating experience.”
- > “The experience in a complete dark environment.”
- > “The darkness was inspiring.”
- > “The peacefulness of first seconds in the dark.”

## **Discovering / rediscovering own strengths, weaknesses and abilities**

Most participants found experiencing personal strengths and weaknesses to be very impressive. Feelings of humbleness and being grounded were complemented by exhilaration and self-confidence. Participants were particularly surprised about their reaction and their ability to deal with the unknown environment created in the course of Dialogue in the Dark business workshops. More than half of those reflecting primarily on themselves agreed these to be the most impressive experiences.

→ **The situation created in Dialogue in the Dark workshops represents a challenge nurturing self-awareness and self-confidence enabling the participant to recognize personal limits and strengths.**

Participants' responses to the question "What was the most impressive experience you had during the workshop?":

- > "It helped me to explore my strengths and weakness."
- > "The realization, that taken out of familiar settings even the most powerful people are instantly humbled and willing to trust even a vision-challenged person to help them!"
- > "Never thought I would be that comfortable"
- > "Realizing how to adapt to a completely new challenge."
- > "Experiencing my own reaction to the tasks"
- > "Finding out what I was capable of"
- > "Feeling empowered in an alien / challenging environment (ability to achieve)."

## **Impulse for reflection on the relation to others**

Two in five participants were most impressed by making an experience relevant to their relation to others rather than self-reflection. Specific areas of reflection included



- > realizing the challenges and opportunities of communication (23 percent) and
- > building trust and empathy towards others (82 percent).

Response tendencies are visualized in the graph below.

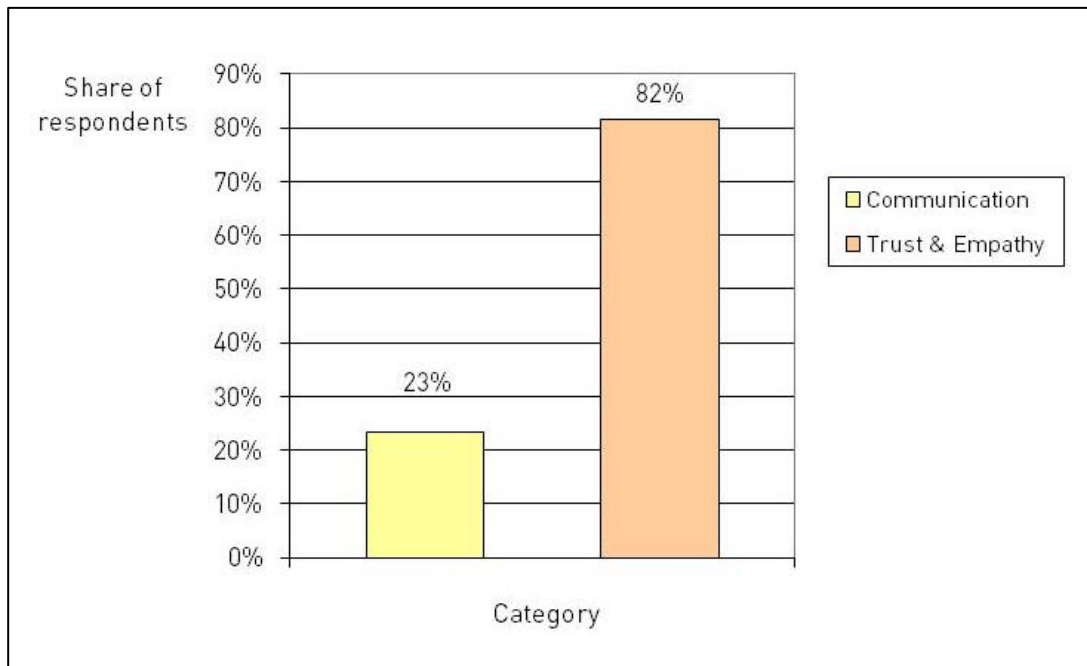


Figure 6: Most impressive experience in terms of reflection of relation to others

### **Realizing the challenges and opportunities of communication**

In the course of the workshop participants become aware of the boundaries of communication and the need for active listening to achieve an objective. Almost one in four respondents reflecting on their relation to others (23 percent) came to think about the requirements for efficient communication and that filling information gaps with assumptions may result in suboptimal results.

→ Through the shift in focus from visually-influenced communication to non-visual communication participants experience the challenges of efficient communication and the need for active listening and clear communication.

Participants' responses to the question "What was the most impressive experience you had during the workshop?":

- > "People are not listening."
- > "The challenge of creating a common understanding"
- > "Realization of need to listen better"
- > "My complete lack of knowledge in my surroundings, How my CLEAR explanations weren't understood"

### **Building trust and empathy towards others**

Experiences related to trust and empathy are by far the most commonly mentioned. In addition to the development of trust towards others, participants report the experience of needing help from others, the sense of everyone being equal, appreciation of diversity, as well as team spirit and cooperation to have made a substantial impression on them.

**→ Dialogue in the Dark workshops enable participants to appreciate the value and importance of cooperation and collaboration; the development of trust and empathy is a key experience.**

Participants' responses to the question "What was the most impressive experience you had during the workshop?":

- > "Level of trust and confidence with people I've not seen before; in the 'normal' world it would have been quite different meeting them"
- > "The sense of not having barriers to connect with people; be more spontaneous than normal"
- > "Realized I had to depend on others"

- > “Realizing that the loss of sight brought all of us down to the understanding that we are all human beings no matter what our race, creed or ethnic background”
- > “The outstanding cooperation of all the participants.”
- > “The dynamic between people was incredible but always respectful & understanding and reliance on one another”

### 3.1.2 COPING MECHANISM TO DEAL

The pitch-dark environment of the Dialogue in the Dark business workshops represents an extreme and unknown situation for most participants and triggers them to reflect on themselves and on their relation to their environment. The survey results indicate that in order to cope with this exceptional situation, however, participants primarily refer to their environment (76 percent) rather than focusing on themselves (27 percent). The figure below reflects the nature of coping mechanisms indicated by the participants.

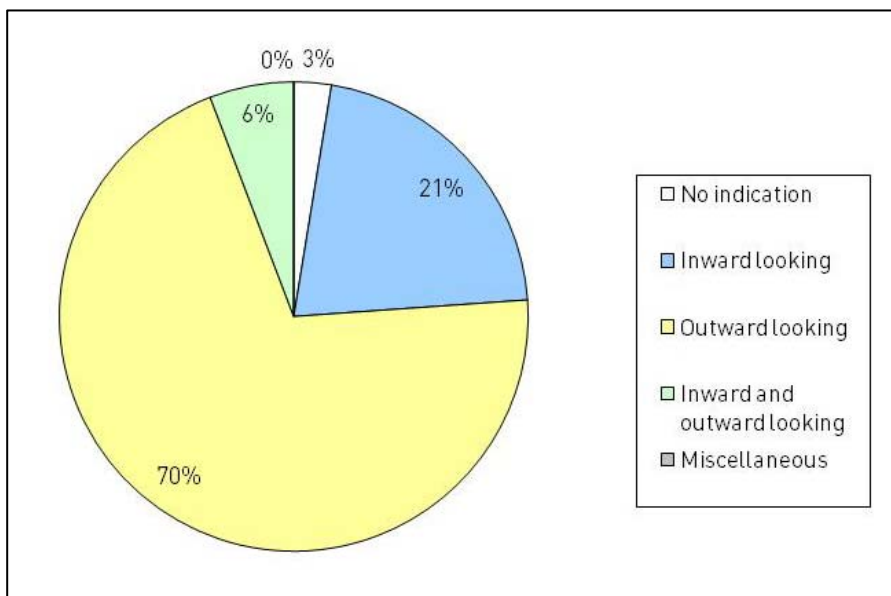


Figure 7: Types of coping mechanisms – Realms of orientation

These results indicate a clear shift of focus of participants from self-reflection towards their environment in order to cope with the situation. Types of coping mechanisms break down further as indicated in the following.

### Coping through orientation towards oneself

Almost one third of respondents reported that they coped with the darkness through orienting towards themselves. Within this segment, coping mechanisms included

- (a) self-confidence (20 percent) and
- (b) self-awareness (82 percent)

The shares of respondents per sub-category are outlined in Figure 8 below.

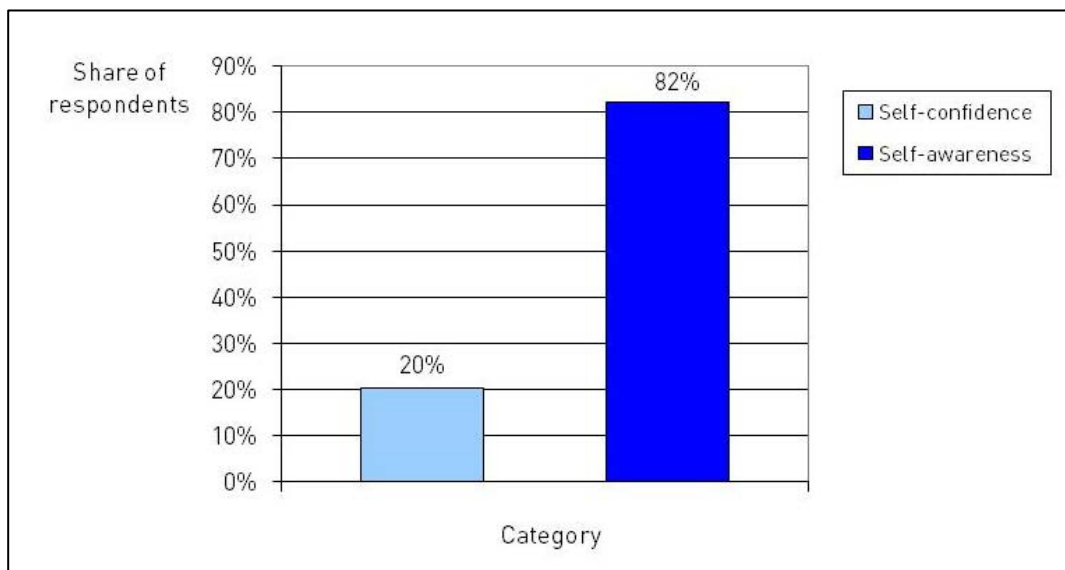


Figure 8: Coping mechanisms in terms of inward orientation

### **(a) Coping through self-confidence**

One in five respondents referring to themselves rather than to their environment indicates that self-confidence in general but also determination and motivation to fulfill the tasks were essential coping mechanisms.

**→ Being confronted with a situation out of their comfort zone, participants build self-confidence, motivation and determination.**

Participants' responses to the question "What helped you to cope with the darkness?":

- > "My self confidence."
- > "Inner conviction."
- > "Motivation to task completion & optimism."
- > "Self determination to go on."

### **(b) Coping through self-awareness**

More than four in five respondents orienting towards themselves report self-awareness to be a useful coping mechanism. They refer to the remaining senses other than sight such as touch and hearing. Furthermore, heightened focus and general awareness for oneself have been indicated to be coping mechanisms to overcome the challenge faced.

**→ Dialogue in the Dark workshops trigger participants to employ their senses and develop a heightened self-awareness in order to cope with the exceptional situation.**

Participants' responses to the question "What helped you to cope with the darkness?":

- > "My inside peace"
- > "Looking inward"
- > "Standing still and breathing normally."
- > "Sense of self"

- > “Staying calm and alert.”
- > “My sense of sound and touch.”
- > “All my senses except sight.”
- > “Tactile - being able to hold items, touch table, pass things”
- > “Focusing on one thing at a time.”

### Coping through orientation towards the environment

The majority of respondents (almost three in four) turn towards their environment in order to cope with the darkness. Within this group coping mechanisms mentioned include

- (a) seeking for general external reference (34 percent) and
- (b) turning to social interaction (85 percent).

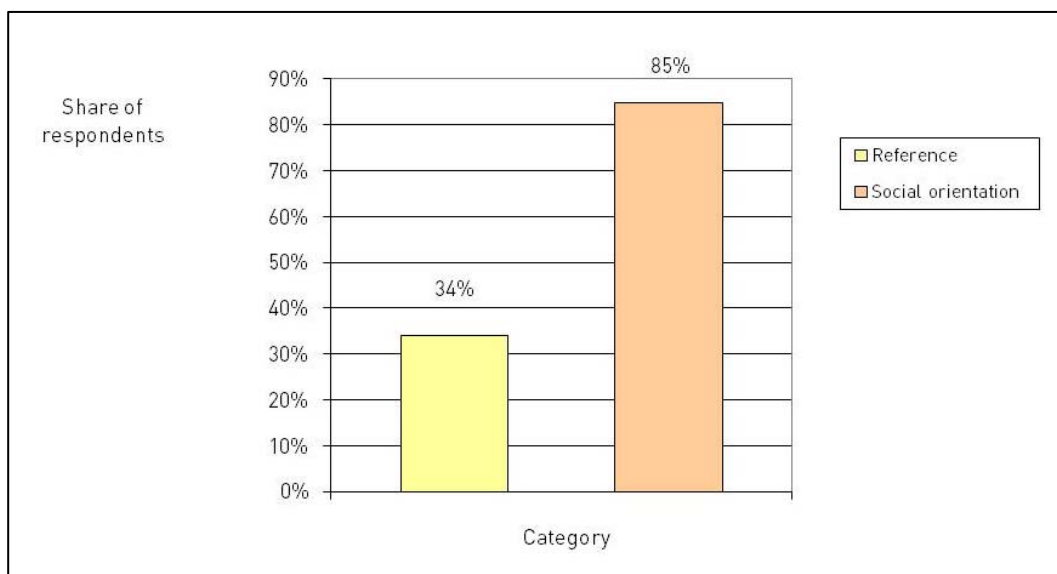


Figure 9: Coping mechanisms in terms of looking outward

#### (a) Coping through external reference

Respondents seeking external reference indicate that sounds and the knowledge that it was a safe situation helped to cope with the darkness. Most respondents within this

segment, however, used physical reference points such as the cane provided and further referred to the support of the guide being helpful to adapt.

→ Destabilized through the loss of their regulating sense of sight, participants seek for external points of reference in order to cope with the situation and re-stabilize.

Participants' responses to the question "What helped you to cope with the darkness?":

- > "Sound"
- > "The knowledge that it was for a short period."
- > "Being assured before I entered that it was a safe space"
- > "Knowing that the environment was safe"
- > "Directions from guides were perfect in terms of the sound and the message."
- > "The tone of voice of the instructors, very peaceful"
- > "The cane"

#### **(b) Coping through social orientation**

The vast majority of 85 percent of those turning towards their surroundings to cope with the situation orient themselves towards their social environment. Through the development of trust towards those around them, consciously communicating with further participants as well as through active cooperation and collaboration respondents reacted to the pitch-dark environment.

→ Taken out of their comfort zone, participants feel urged to establish bonds through trust, communication and cooperation with those around them.

Participants' responses to the question "What helped you to cope with the darkness?":

- > "The spirit of the group / team. In an unknown, difficult and 'hostile' environment the interaction, the spirit and the support of the group are important elements."
- > "Communication with my 'peers' – constant listening, asking and responding"
- > "The fact that other people had also been put into the same situation. I think it would be very isolating to be the only person to suddenly lose that sense of sight."
- > "Readiness to listen with respect & trust."
- > "Talking to each other and trying to explain each other what we're looking for"
- > "The group & the interaction helped immensely. It would have been very difficult & daunting if I had to face on my own."
- > "The sense of togetherness - we were all in the same boat - all equal"
- > "Even though I knew one in the group, the immediate sense of trust and security in the group. There was an unspoken understanding between everyone."

### 3.1.3 INSPIRATION TO CHANGE

In terms of inspirations taken from the business workshop, the majority of respondents (57 percent) indicate to have learned in terms of their interaction and relation to others. A minority is taking away lessons that are solely concerned with themselves (26 percent). Again, it becomes evident that participants refer to their surroundings and open up for their social environment.



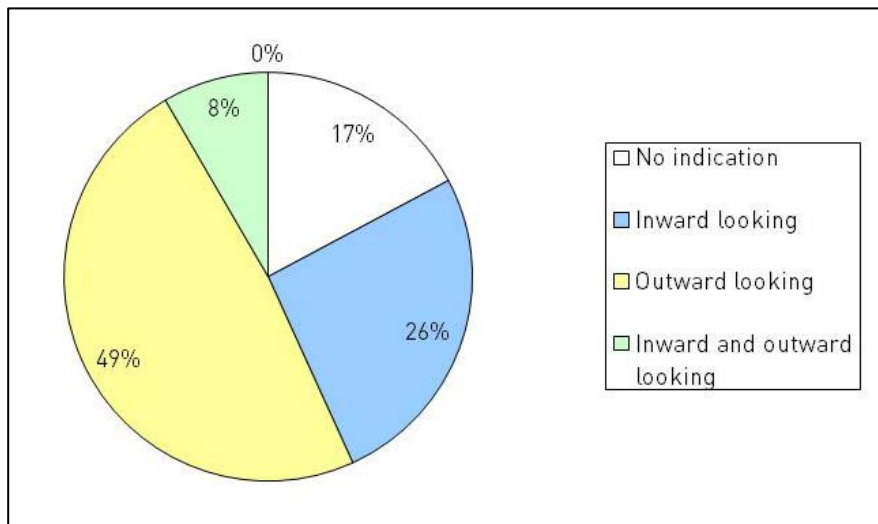


Figure 10: Inspirations for professional career / personal development – Realms of orientation

Analyzing the responses at a more abstract level it turns out that participants tend to describe inspirations for their professional career and personal development in a more comprehensive manner than items related to the workshop directly.

While the most impressive experience is described with approx. 9 words per response and the coping mechanism in the dark with approx. 6 words per response the inspiration for the professional career / the personal development is described with 11 words per response. Considering also the quality of responses, this circumstance suggests that participants do feel strongly about their experience which provides a basis for sustained impact.

Responses concerning the inspiration for future adjustment of behavior and mind-set may be subsumed into three sub-clusters. Respondents that are primarily inward looking generally refer to

- > a heightened self-awareness as main inspiration from the workshop (30 percent).
- > Those that mainly refer to inspirations for their social interactions and relations address

- > increased openness towards others / otherness (28 percent), and
- > enhanced social interaction (41 percent)

The distribution of responses is visualized in the graph below.

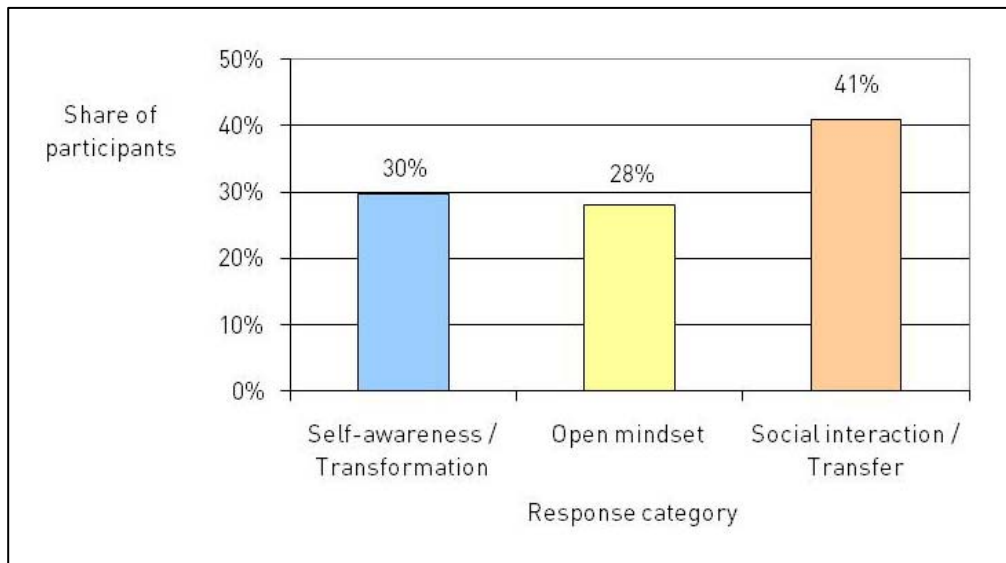


Figure 11: Inspirations for professional career / personal development

### Heightened self-awareness

Almost one in three respondents felt inspired with regards to their self-awareness. They essentially felt a transformation of their thinking reporting a generally deep personal impact or inspiration. Also an increased awareness for their senses more broadly appreciating sight and not taking anything for granted were mentioned. However, the majority within the segment highlighted enhanced self-awareness in terms of individual strengths and weaknesses on the one hand. On the other hand they referred to increased self-confidence particularly in unfamiliar situations and when facing challenges.

→ Through the Dialogue in the Dark experience participants are sensibilized in terms of self-awareness and strengthened in their self-confidence to face unknown environments.

Participants' responses to the question "In what way were you inspired by the event regarding your professional career and / or personal development?":

- > "Not take things for granted and assume that things will work the same way all the time - Exploring new ways is the answer to all problems! Focus new discovering!"
- > "Being grateful"
- > "One should not take everything for granted however the motto has to be 'don't let go you can do it'."
- > "Awareness of potential of underused senses"
- > "I have the impression to know better my weaknesses. It is in difficult situations that you grow."
- > "Just experience brings personal growth."
- > "Go beyond your borders"
- > "Makes me feel more confident about myself"
- > "Inspired by my achievements + also acknowledging my weaknesses"

### **Increased openness towards others / otherness**

An open mind-set has been the most relevant take-away for almost 30 percent of participants surveyed. Respondents put particular emphasis on them being inspired to be more open towards others and different talents in general. This also applies to differently abled people. Further inspirations concerned a change in perspective as well as building trust and empathy towards others.

→ Dialogue in the Dark business workshops inspire participants to develop trust and empathy and to become more open-minded towards their environment.

Participants' responses to the question "In what way were you inspired by the event regarding your professional career and / or personal development?":

- > "The whole ability part - don't assume disability means 'can't' or 'won't' but instead offering alternative solutions"
- > "The importance of trust and the value that people with disabilities can offer"
- > "It makes me want to think outside the box in terms of ways to expose people to other lives. It builds a lot of empathy"
- > "Awareness on the needs of others."
- > "More open-minded and more willing to listen to others."
- > "To remember that people have different mental maps of understanding and you need to see what they are hearing from you."
- > "The need to communicate without preconditions"
- > "I would like to think that I am very aware of everyone's different situations 'in the light', but after that experience I would thrive not to judge anyone in any possible way"
- > "We are all equal, all have something to give. Such a very positive experience"

### **Enhanced social interaction**

The predominant inspiration for respondents' professional career and personal development has been with regards to an enhanced social interaction. This refers to more caring for others overall, more effective leadership and more conscious teamwork. Almost one in four respondents feel an inspiration for communicating more consciously, appreciating the challenges and tools attributed to effectively sending and receiving messages.

→ **The Dialogue in the Dark experience triggers participants to reflect on their relation with their environment inspiring them to enhance their way of interacting with others and to pursue a more cooperative and collaborative approach.**

Participants' responses to the question "In what way were you inspired by the event regarding your professional career and / or personal development?":

- > "I was intrigued, inspired, challenged, by the selection of leadership and need for setting a course of action or 'vision' in the dark. In the light we get lazy and skip steps. This is a mistake- because you never know who you leave 'in the dark'."
- > "Darkness helped me listen with all my senses. I am practicing 'being in the dark' in order to listen better and support transformation"
- > "Understanding that things that might be clear to you might not be that clear to others."
- > "Become nicer. Have a long way to go - I need to be nicer and more supportive."
- > "As a leader, how do I bring out the best in people and gather all their ideas to executive."
- > "Teamwork, listening & trust are critical when we face unfamiliar crises."
- > "Actually I believe in partnership instead of leadership - I talk to my colleagues all the time but I will communicate more."
- > "Remember that everyone can be vulnerable in different ways - be supportive, provide direction when someone seems "lost" in a business sense."
- > "Need for clarity of communication. Playback. I need to explain more clearly - ensure people understand what is being said"

### 3.2 PARTICIPANT REACTION

Participants' interest and attention are an important basis for ensuring that the desired workshop impact is achieved. People are more open to new lessons if they react positively to the learning environment.<sup>1</sup> As also suggested by the comprehensive feedback outlined above, respondents' reaction to Dialogue in the Dark business workshops is favorable with a high level of satisfaction. Respondents rated individual

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<sup>1</sup> Donald Kirckpatrick's theory of learning and training evaluation

Dialogue in the Dark business workshop components and the business workshop as a whole with average values of more than 4 on a scale from 1 – inadequate to 5 – excellent:

- > Activities in the dark 4.5
- > Reflection in the light 4.3
- > Trainers in the dark 4.7
- > Moderator / convener in the light 4.6
- > Workshop as a whole 4.7

A detailed view of the ratings per category shows that all categories but “The reflection in the light” received a rating of 5 (excellent) from more than 60 percent of respondents. The latter category received the highest rating from only 47 percent of respondents; 16 percent rated the reflection in the light with a 3 contributing to the lowest overall average rating with 4.3. The following graph reflects the detailed rating (please refer to the annex for data tables).

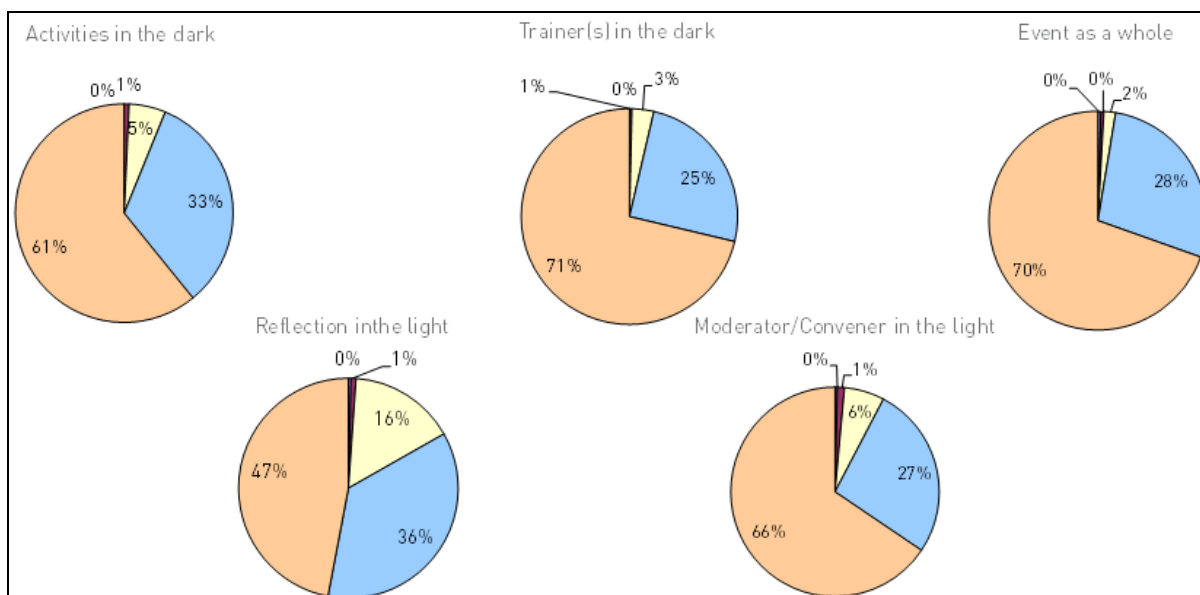


Figure 12: Satisfaction rating per category

Nine out of ten participants surveyed via questionnaires would recommend the workshop as shown in Figure 13 below. 19 out of 20 participants surveyed via phone further reported that they did or would recommend the workshop. These results suggest high interest, attention and motivation on behalf of the participants providing a critical foundation for the success of the workshop in terms of learning and transfer of lessons learned.

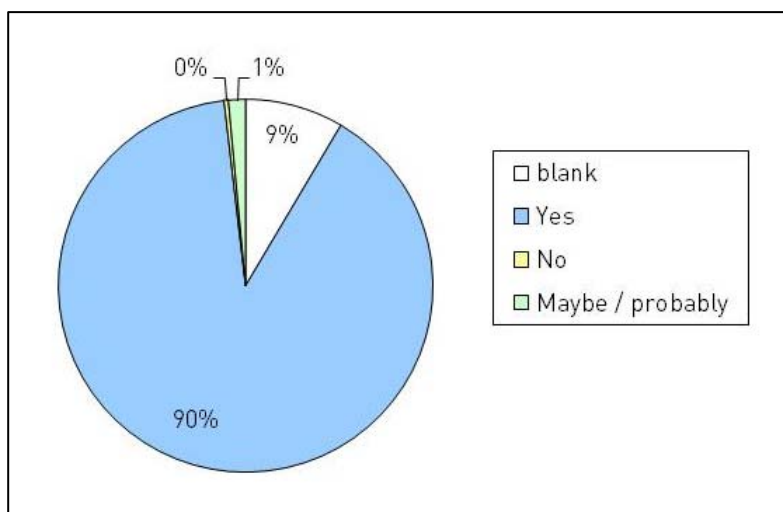


Figure 13: Would you recommend the workshop?

The reasons for recommending Dialogue in the Dark business workshops are primarily their ability to open people's mindset (22 percent), increased self-awareness (particularly with respect to the senses) (19 percent), the uniqueness of the workshop experience (16 percent), as well as the value for enhanced social interaction (especially concerning effective communication) (15 percent). The feedback from respondents is summarized in Figure 14 below.

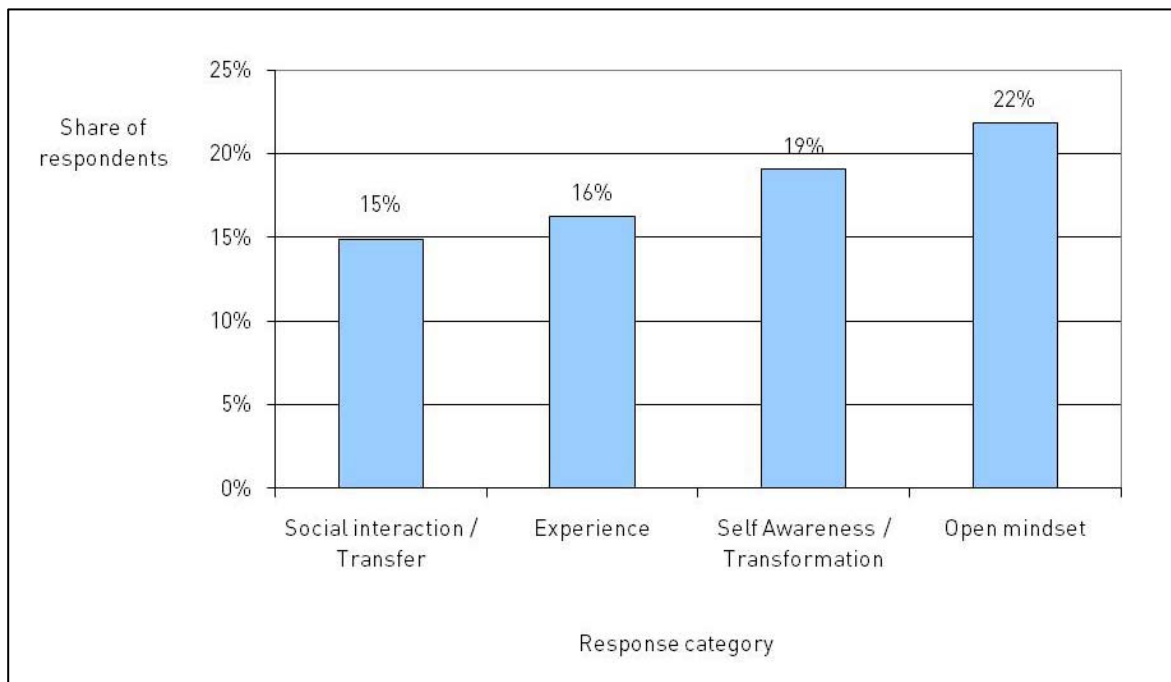


Figure 14: Reasons for recommending the workshop

When asked about what they did not like about the workshop and what could be improved, half of the respondents (50 percent) did not make any comment at all or explicitly indicated that nothing needed to be improved. Suggestions of the remaining respondents mainly referred to the wish to increase workshop duration (14 percent) and the idea to increase the diversity or sophistication of exercises (13 percent) in order to further elevate workshop attractiveness. Less than one in ten referred to logistical / technical issues (e.g. noise during the workshop, group size or temperature in the darkroom) (9 percent) and wished for enhanced instructions by trainers (8 percent).

Other issues mentioned were the wish to improve debriefings sessions (3 percent), personal discomfort felt when entering the dark (1 percent), thoughts about the applicability of the lessons learned to practice (1 percent), and curiosity to learn more about Dialogue in the Dark (1 percent). The participant feedback is summarized in the figure below.



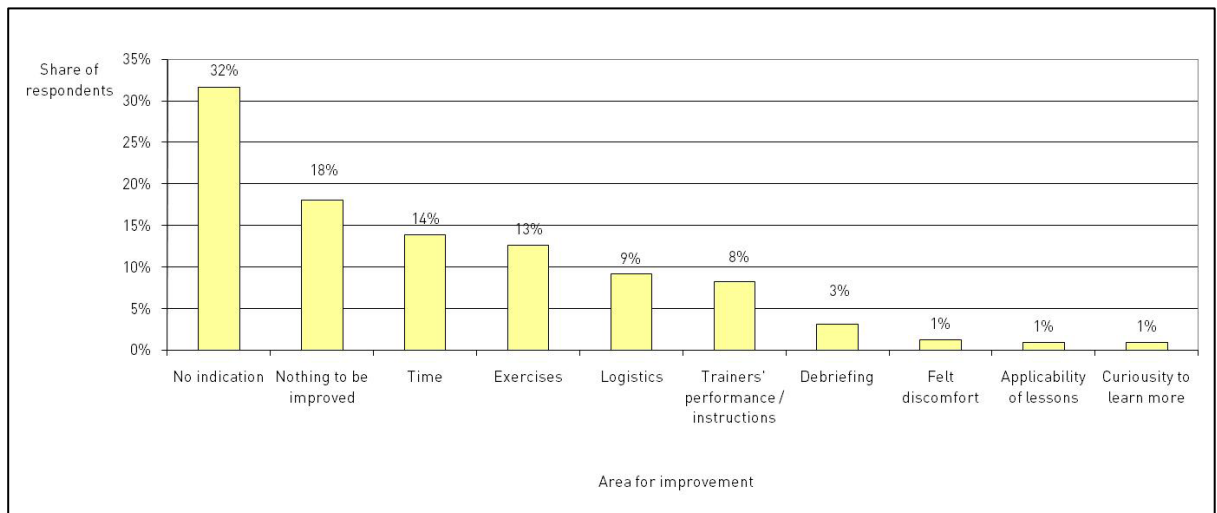


Figure 15: Areas for improvement

Participants' responses to the question "What didn't you like about the workshop? How could it be improved?":

- > "No criticism whatsoever, wonderful experience"
- > "I would have liked a little longer time in the dark"
- > "More time for debrief and enable a social exchange to follow in light."
- > "Some more movement & walking around would have been good."
- > "I felt that the exercises did not stretch us enough"
- > "The environment was pretty noisy as all teams are conducting activities at the same time."
- > "Overall, I did enjoy the workshop. Improvement suggestion: instruction could be clearer, debrief session could be more structured."
- > "I would have a curiosity to see the room afterwards..."

### 3.3 LONG-TERM IMPACT

The findings obtained through interviews bolster the questionnaire results outlined above. Overall, interviewees were cooperative and open to respond to the questions. All of those contacted via telephone directly, were willing to share their experiences. Out of 10

participants (from Ireland and India) contacted via email first to request complete contact details for an interview six people responded within two days of receiving the request. One person sent an automated out of office reply and three people did not respond. The interviews are summarized in the table below indicating:

- > Time lag: The time span between having participated in the Dialogue in the Dark business workshop and giving the interview
- > Memory: The degree of recollection of the Dialogue in the Dark business workshop categorized as follows:
  - High: Participant demonstrates a strong recollection of the workshop including the workshop process, content, other participants / the trainer, specific instances and / or personal feelings experienced during the workshop
  - Medium: Participant remembers workshop sequence and content without specific detail
  - Low: Participant hardly remembers workshop overall, with only a rough idea about the general set-up of the workshop
- > Learning: Subject areas the participant mentioned to have increased his / her knowledge in by attending a Dialogue in the Dark business workshop
- > Transfer: Areas and ways the participant applied or is applying lessons learned from the Dialogue in the Dark business workshop
- > Benchmark: Indicates if and, if so, in what way Dialogue in the Dark business workshops are significantly different than other workshops with similar topics
- > Recommendation: Shows whether the participant would or did recommend the Dialogue in the Dark business workshop to colleagues and friends and, if so, for what reasons or subject areas

#	Time-lag (months)	Memory	Learning	Transfer	Benchmark	Recommendation
1	31	High	Leadership, diversity, cooperation, trust, better understand blindness	Share lessons, relation to others	No comparison - but inspiration to visit other workshops	Yes leadership, cooperation
2	31	High	Ability to accomplish in unknown environment, dealing without sight	Sharing experience with others, less prejudice, general awareness	Unique - also because of type of trainers	Yes eye-opening experience
3	23	High	Adaptability, effective listening, darkness as equalizer	Hold meetings in the dark to kick-start new ideas/avoid prejudice	Entirely different - set up was very different	Yes appreciation of differently abled
4	16	Medium	Awareness for disability, team dynamics	Tolerance, respect	Different - sensibility / disability of trainers	Yes appreciation of differently abled
5	16	High	Self-awareness, patience, value differently abled	Listen to self, patience	Totally different - challenging, exposure to other environment	Yes sensitize on personal, team and professional level
6	16	Medium	Do the best with what is available, feel empowered	No specific instances	Completely new - experience new situation	Yes recognize own abilities / feel empowered
7	9	High	Leadership, deal with unfamiliar situation, heightened senses	Not consciously	Different - new experience	Maybe as part of a training program
8	9	High	Change in mindset / open mindset	Subconsciously, reaching out to others	Very different - unique and unusual experience	Yes leadership, enhance emotional intelligence
9	7	High	Importance of clear communication	Heightened awareness incl. for communication	Unique - long time in the dark, element of unexpectedness / surprise	Yes leadership, innovative experience
10	7	High	Face challenges	Mindset	Special - degree	Yes

			/ uncertainties, efficient teamwork	“everything is possible”	of darkness	relevant for oneself and respect to others, particularly for education professionals
11	7	n/a	Humbleness, ability to achieve, awareness for different perspectives	Change in mindset	No comparison available	Yes listen to other opinions, see things differently
12	5	High	Own leadership style, communication, forming of bonds	Affirmed leadership style, conscious communication, heightened awareness	Very different - learn a lot, in a short time, in impactful way, in unusual environment	Yes leadership development
13	5	High	Emotional intelligence, empathy, communication	Conscious communication and empathy	Totally different - intense experience	Yes for managers / leaders, teambuilding
14	5	High	Conscious and efficient communication	Conscious communication	Different, first-time experience, new context to overcome comfort zone	Yes conscious communication, important for corporate world
15	5	High	Self-awareness	Day-to-day consciousness	Different, hands-on approach	Yes leadership, teamwork, sensual analysis, communication, interaction
16	2	High	Use all senses, conscious speaking and listening	Conscious communication	Unique, new experience	Yes to friends and colleagues, communication skills
17	2	High	Conscious communication	Conscious communication	Completely different, to not know what would happen	Yes to friends and clients
18	2	High	Conscious communication	Listen more	Unique, darkness and visually impaired facilitators, limitation of communication	Yes large corporations, communication, teamwork

					channels	
19	2	High	Usefulness of other senses, cooperation, not take things for granted	(not indicated)	Innovative, experimental learning approach	Yes colleagues and friends, experience
20	2	High	Achieving in a helpless situation	(not indicated)	More or less the same	Yes friends, unique experience

Figure 16: Interviews overview

### 3.3.1 MEMORY

Respondents generally possess a high degree of recollection with regards to their participation in the Dialogue in the Dark business workshop. Out of a sample of 19 participants<sup>2</sup>, 17 were able to recollect both the overall setup and specific details. Two respondents remembered the Dialogue in the Dark business workshop sequence and its content without referring to particular detail. Worth noting is that also those that had participated more than 2.5 years ago were still able to recollect details about their experience.

**→ The impressions from Dialogue in the Dark workshops stay with the participants over a long period of time.**

What interviewees have said concerning their recollection of the workshop:

- > “I remember everything – that means the surprise of the complete darkness, the cooperation needed.”
- > (Participant from World Economic Forum, Switzerland 2007)
- > “The workshop imagery is very strongly edged in my mind.”
- > (Participant from Hindustan Times Leadership Summit India 2008)

<sup>2</sup> One interview could not be analyzed due to insufficient relevant information available. Interviewee referred in her answer to lessons learned and not to the workshop itself.

- > “This experience was really memorable to me.”
- > (Participant from Leadership Training, Hong Kong June 2009)
- > “It was a great experience – one of those experiences I will remember for my life!”  
(Participant from Kanchi Business Workshop Series, Ireland 2009)

### 3.3.2 LEARNING AND TRANSFER

With regards to learning, the interviews largely reinforce the questionnaire results. Interviewees referred to topics such as more conscious communication, enhanced leadership skills, increased self-awareness and self-confidence, opening of mindset, as well as a strengthened sense of trust and empathy.

Transfer of lessons learned occurred to varying extends. Two participants were not able to point out specific instances in which they had applied the lessons learned. Two other interviewees did not respond to the question directly. A majority of 16 interviewees reported to have translated lessons learned into an increased self-awareness, awareness for issues such as conscious communication, as well as into more openness towards others. They reported to be affected subconsciously or have integrated the lessons in their overall behavior. Some were able to pinpoint particular instances in which they had applied the lessons learned.

Convinced by the Dialogue in the Dark business workshops’ positive impact, three participants pointed out that they had shared their experience with others in the course of professional involvements. One interviewee further indicated to have introduced meetings in the dark at his institution in order to kick-start new ideas more effectively and to avoid prejudices.

→ Also in the long run participants can still point out their lessons learned in terms of both self-awareness and social relations and interaction. The Dialogue in the Dark lessons are mainly translated into heightened awareness and openness.

What interviewees have said concerning what they have learned and applied:

- > “I appreciate it that for us you learn something about leadership and cooperation and mutual trust and I very much was struck with it, this being an example I give also in other contexts because I am being asked nationally and internationally quite often to talk on leadership”
- > (Participant from World Economic Forum, Switzerland 2007)
- > “First, being able to listen to yourself, being able to know what other senses there are that you may develop and that may serve you in your daily life.”
- > (Quote translated from Spanish, Participant from World Economic Forum Latin America, Mexico 2008)
- > “Because I don’t want people to have influence on the surroundings nor do I want people to have influence on the facial expression or the body language. So occasionally we do have meetings in the dark.”
- > (Participant from World Economic Forum, China 2007)
- > “To make use of all my senses. In my daily life, I tried to apply this skill when I speak to others. I make things very clear, without assuming that the listener knows everything. So I try to make my instructions particularly clearer.”
- > (Participant from Leadership Training, Hong Kong June 2009)
- > “I learnt that we could still achieve things in a really, really, you know, helpless situation. You know, it was still manageable.”
- > (Participant from Leadership Training, Hong Kong Jan 2009)
- > “The first thing is that we should appreciate what we have now and should not take everything that we have for granted. The second would be realizing the different perspectives and different ways of doing things. We should be humble and always try to listen to other people’s perspectives. And lastly, when we think the task is impossible to achieve, there is always a way to get it done.”
- > (Participant from Leadership Training, Hong Kong Jan 2009)

### 3.3.3 BENCHMARK

The vast majority of interviewees (17 out of 20) found Dialogue in the Dark business workshop to be unique or very different in their impact from business workshops they have participated in the past. Two interviewees did not have a possibility for comparison while one found the workshop more or less similar others.

The majority of participants surveyed via phone found the Dialogue in the Dark experience to be different due to the extend lessons are conveyed, the unconventional context they are held in, the facilitation by differently abled trainers, and the experimental approach employed.

**→ Dialogue in the Dark business workshops are largely considered to be very different and unique compared to other business workshops in terms of their approach as well as their impact.**

What interviewees have said why they think Dialogue in the Dark business workshops are different:

- > “I can give a course on emotional intelligence for a week of what was accomplished there in an hour and a half.”
- > (Participant from Kanchi Business Workshop Series, Ireland 2009)
- > “I think the workshop is totally different because it challenges you and puts you in a different context. [...] Here you have a total change, so I think you are entering a world that you don't know you are entering. [...] In the way it sensibilizes you it allows you to look more to the inside.”
- > (Quote translated from Spanish, Participant from World Economic Forum Latin America, Mexico 2008)
- > “Most definitely it is different from other workshops I have participated in. It teaches the lesson much more firmly.”
- > (Participant from Kanchi Business Workshop Series, Ireland 2009)



- > “This workshop is very unique and is a new experience for every participant.”  
[Participant from Leadership Training, Hong Kong June 2009]
- > “You learn a lot in a short time in an impactful way in an unusual environment.”  
[Participant from Kanchi Business Workshop Series, Ireland 2009]

### 3.3.4 RECOMMENDATION

19 out of 20 participants surveyed via phone would recommend Dialogue in the Dark business workshops to colleagues and friends. One of the interviewees would consider integrating the business workshop in the context of a training program rather than holding it separately. Interviewees reported that they did or would recommend Dialogue in the Dark business workshops mainly because of their value for leadership development, enhancement of communication skills, appreciation of different abilities and diversity, as well as for their unique experiential character.

**→ Participants continuously would and did recommend Dialogue in the Dark business workshops as opportunity to strengthen social interaction skills, opening mind-sets as well as to make a unique experience.**

What participants have said if and, if so, why they did or would recommend the workshop:

- > “Yes, yes, I would recommend this workshop to everyone. And especially in my industry, for large corporations, and people who rely heavily on communication and teamwork in their daily work.”  
[Participant from Leadership Training, Hong Kong June 2009]
- > “Oh God, yes, most certainly, most certainly. Number one I think they will learn a lot from it, I think they learn a lot from it in a way that they have never done so before. And it will give them a very different perspective on things.”  
[Participant from Kanchi Business Workshop Series, Ireland 2009]

- > “I think because most of the managers are very high in IQ but in EQ (Emotional Quotient) they are really lacking.”
- > (Participant from Hindustan Times Leadership Summit, India 2008)
- > “I think it was something that every leader in the country – every person who is managing – is managing director or managing people should have to do.”
- > (Participant from Kanchi Business Workshop Series, Ireland 2009)

## 4 CONCLUSIONS

Through their three stages of immediate impact – ranging from giving an impulse to reflect, prompting a mechanism to cope to providing an inspiration to change – Dialogue in the Dark business workshops leave a lasting impression for heightened awareness. Participants are triggered to reflect on themselves and on their relation to their social environment which forms the basis for strengthened intra- and interpersonal intelligence. On the one hand, this is realized by nurturing self-awareness and heightening sensibility to own emotions and effective measures to deal with them. On the other hand, Dialogue in the Dark business workshops prompt participants to turn towards their social environment to cope with the situation and to develop an open mindset as well as trust and empathy with others.

Confronted with a highly unknown yet controllable environment participants of Dialogue in the Dark business workshops are pushed towards their limits. They do not only gain consciousness and practical experience with respect to their emotions and their senses but most importantly recognize their own limits and abilities in a situation out of their comfort zone.

In addition to increased self-awareness also in situations of crisis, Dialogue in the Dark participants become aware of and sensitive to issues of trust and empathy towards others as a basis for successful collaboration. The opportunities and challenges of effective communication are understood and translated in the intention for adjusting the way of thinking and personal attitude. Participants become aware of how they cope with unknown situations and realize the importance of their environment. They seek for reference and belonging to overcome the deprivation of their stabilizing sense of sight.

By means of their unique approach applied to address executives and teams across the public, private and social sector, Dialogue in the Dark business workshops lay a foundation for sustained impact.

Participants are generally very satisfied and would or did recommend the business workshops to colleagues and friends. The overall positive reaction and appreciation of the uniqueness and value of Dialogue in the Dark is an essential basis for engraving lessons learned with participants. A majority remembers well their Dialogue in the Dark experience also after long periods of time. They have integrated lessons learned in their way of thinking and in approaching a variety of matters. In order to ensure continuously high satisfaction among participants the main areas of improvement should be considered, namely the duration of the workshop, the type of exercises, logistical issues, quality of instructions by trainers, and the reflection in the light.

Evaluation results suggest that Dialogue in the Dark workshops are not only affecting participants in the short term but rather that the experience and subsequently the lessons learned stay with them in the long run. Increased self-awareness and awareness for social relations and interaction as well as for diversity are most commonly reported to be lessons also in the long-run.

In a nutshell, through Dialogue in the Dark business workshops participants enter a Dialogue with themselves as well as a Dialogue with their environment. The results of this evaluation suggest that the Dialogue in the Dark experience has a long-term influence on participants as it facilitates intra- and interpersonal growth; thus creating a framework for professional success.

## ANNEX

### ASSESSMENT DETAILS

#### 1. IMMEDIATE IMPACT

##### 1.1 WHAT WAS THE MOST IMPRESSIVE EXPERIENCE YOU HAD DURING THE WORKSHOP?

###### LEVEL 1

> Self-reflection – 41%

The participant expresses the most impressive experience to be primarily related to self-reflection concerning own emotions as well as senses and abilities. No reference is made to an impact concerning her relation to others.

> Relation to others – 35%

The participant expresses the most impressive experience to be primarily related to her relation to others concerning trust and empathy as well as social interaction including communication. No direct reference to an experience in terms of self-reflection is indicated.

> Self-reflection and relation to others – 6%

The participant expresses the most impressive experience to be related both to self-reflection as well as her relation to others.

> Miscellaneous – 9%

The participant refers neither to an experience related to self-reflection nor to her relation to others. She describes a specific workshop exercise or expresses herself in a more abstract manner referring to the workshop overall.

> No indication – 9%

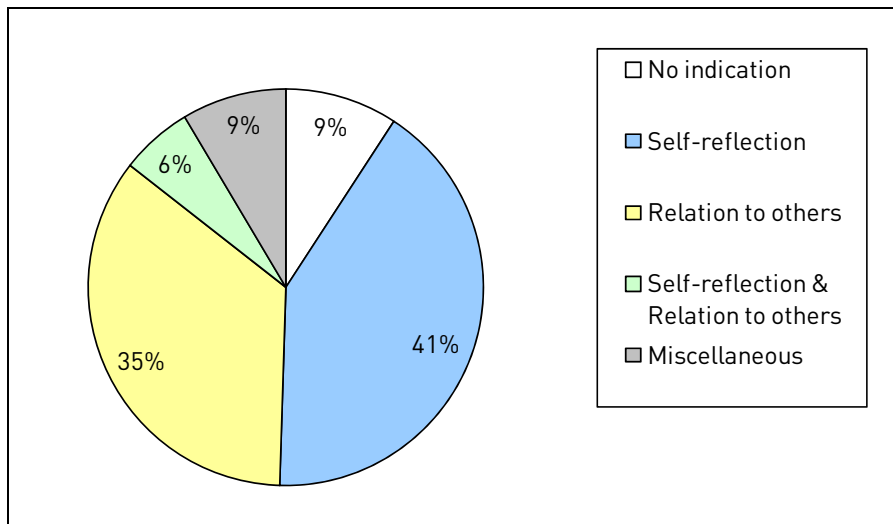


Figure 17: Most impressive experience during the workshop

## LEVEL 2

- > Awareness of senses – 11%

The participant refers to the experience of her own senses including sight (loss of vision / appreciation of sight) and further senses such as touch and hearing.

- > Emotional impact – 15%

The participant expresses an emotional impact by referring to the experience of darkness itself, feelings such as peacefulness, silence and simplicity, or fear and discomfort.

- > Awareness of own abilities – 25%

The participant describes the most impressive experience to have been primarily related to self-reflection including one's strengths and weaknesses, adaptability, and self-confidence.

- > Relevance / importance of communication – 10%

The participant expresses communication challenges as well as the need for conscious communication and listening to be the most impressive experience.

- > Experience of trust and empathy – 33%

The participant indicates her reliance on others and the development of empathy. This includes the participant appreciating team dynamics and cooperation,

diversity and different talents, the essential equality of people, guidance by blind people, and / or a change in perspective and way of thinking.

- > Miscellaneous – 11%

The participant highlights a specific workshop task or the workshop overall without further reasoning.

- > No indication – 9%

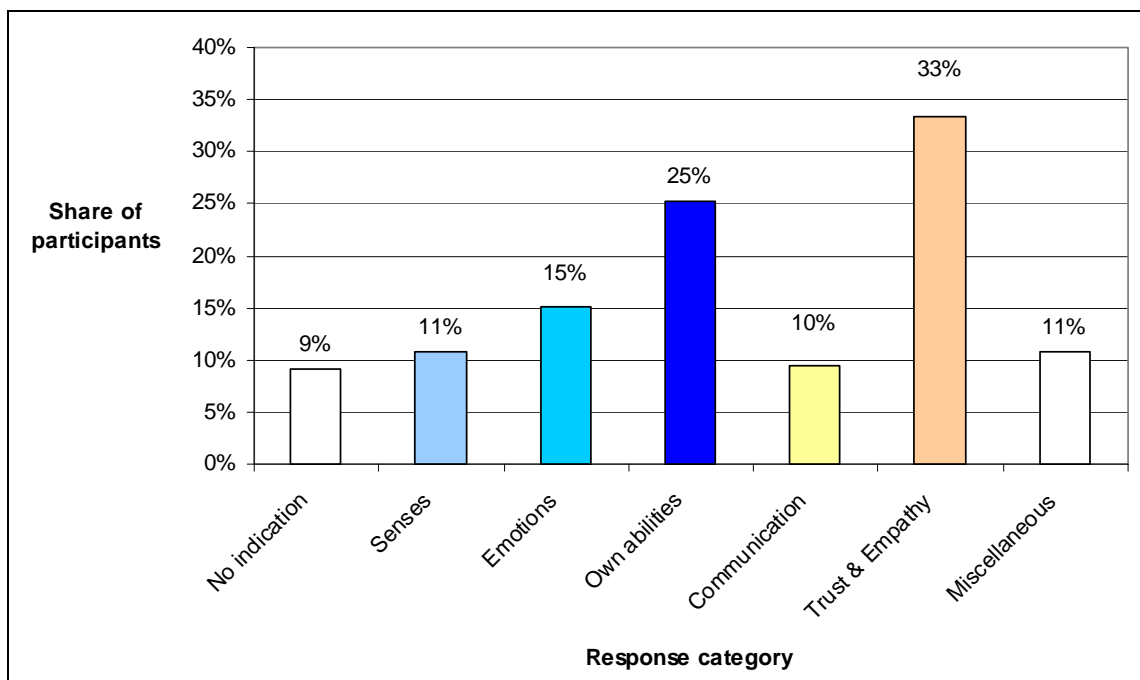


Figure 18: Impulses to reflect – Most impressive experience during the workshop

## 1.2 WHAT HELPED YOU TO COPE WITH THE DARKNESS?

### LEVEL 1

- > Inward looking – 21%

The participant response is primarily related to self-awareness without reference to her relation to others.

- > Outward looking – 70%

The participant refers primarily to the relation to her environment concerning the orientation towards external points of reference and social interaction.

- > Inward and outward looking – 6%

The participant expresses an orientation both related to heightened self-awareness as well as to the external environment.

- > Miscellaneous – 0%

The participant neither refers to specifically internally nor externally driven factors but rather more abstract indicators such as the professionalism of the workshop set-up.

- > No indication – 3%

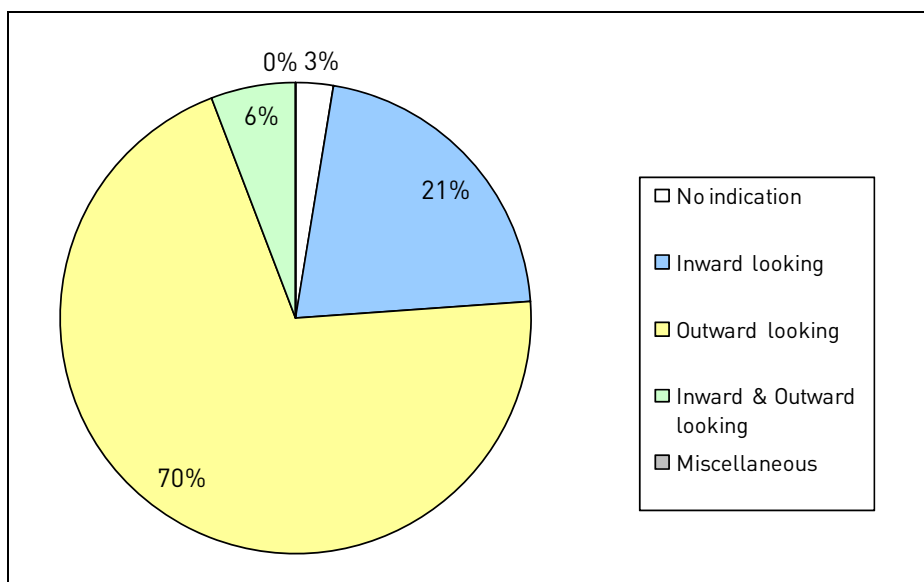


Figure 19: Types of coping mechanisms – Realms of orientation

## LEVEL 2

- > Self-confidence – 5%

The participants reports to cope through self-confidence and determination.

- > Self-awareness – 22%



The participant refers to factors that are directed towards a heightened self-awareness including the use of other senses, focus and motivation to fulfill the tasks, as well as self-confidence in particular.

- > Reference – 26%

The participant indicates factors that are related to external points of reference including the situation being controlled, support by the guide, as well as physical and audio points of reference.

- > Social orientation – 65%

The participant responds with her orientation towards others including the sense of not being alone, trust, sense of cooperation and teamwork, as well as conscious listening and communication overall.

- > No indication – 1%

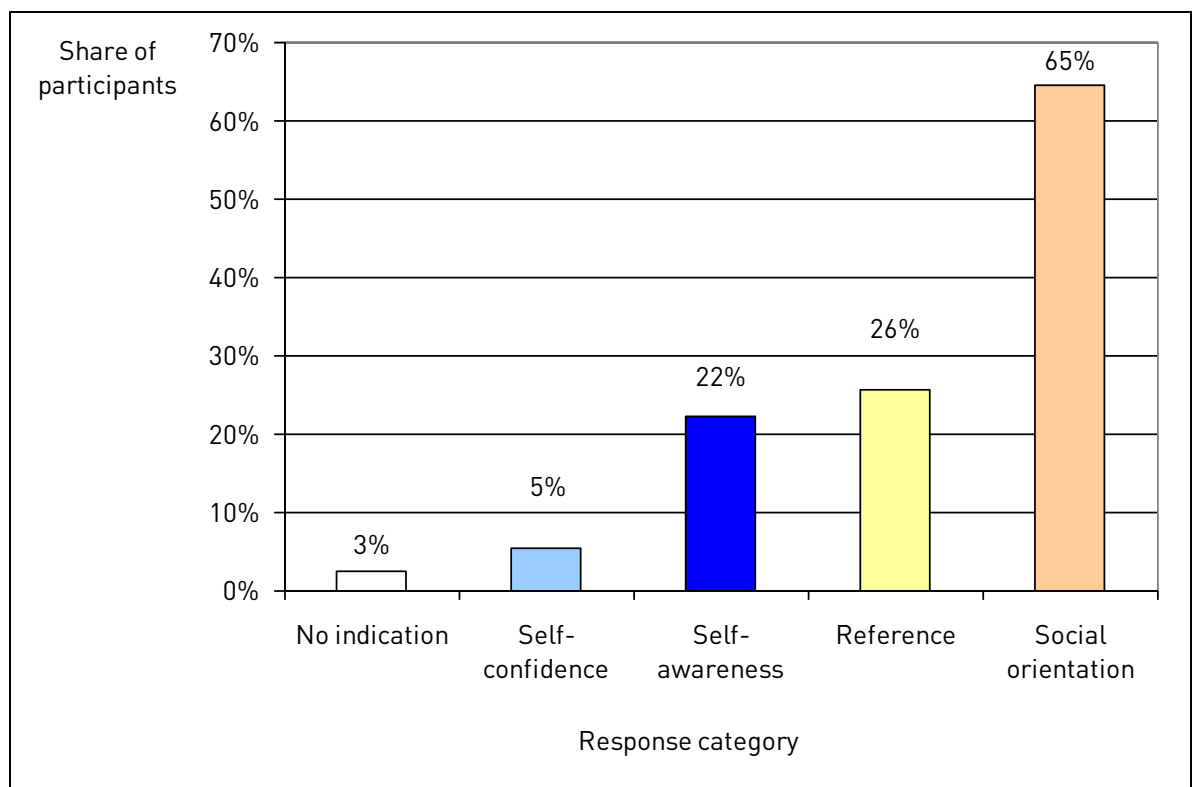


Figure 20: Types of coping mechanisms

## 2 ASSUMED LEARNING AND TRANSFER

### 2.1 IN WHICH WAYS WERE YOU INSPIRED BY THE EVENT REGARDING YOUR PROFESSIONAL CAREER AND / OR PERSONAL DEVELOPMENT?

#### LEVEL 1

> Inward looking – 26%

The participant expresses inspirations to be primarily related to herself as an individual without reference to an impact on the view of others or social interaction.

> Outward looking – 49%

The participant expresses the inspirations to be primarily related to her relation to others concerning an open mind-set or social interaction. No direct reference to an inspiration in terms of herself as an individual is being indicated.

> Inward and outward looking – 8%

The participant expresses an inspiration related to both herself as an individual as well as her herself in relation to others.

> Miscellaneous – 0%

The participant neither refers to an inspiration related to herself as an individual nor herself in relation to others. She expresses herself in a more abstract manner generally referring to the workshop overall.

> No indication – 17%

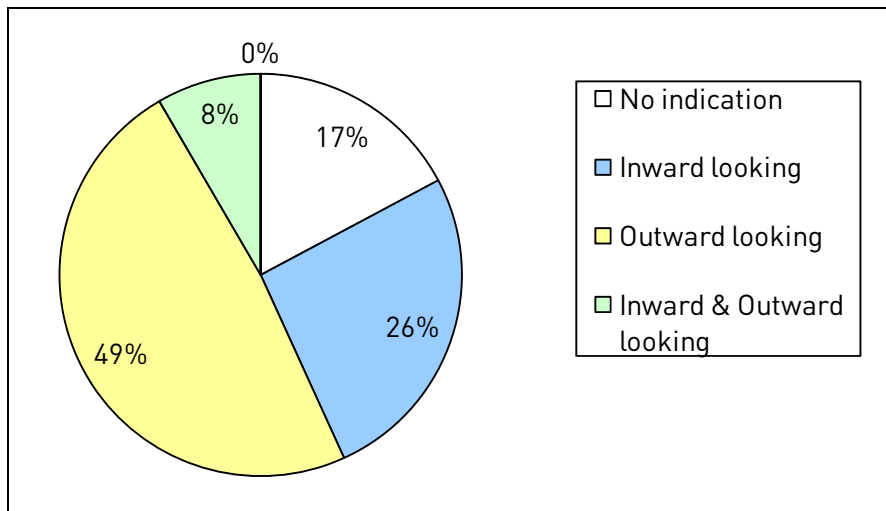


Figure 21: Inspirations for professional career / personal development – Realms of orientation

## LEVEL 2

- > Impact on self-awareness / Personal transformation - 30%

The participant expresses primarily a transformation of herself in terms of self-awareness regarding personal strengths and weaknesses, awareness for other senses, increased self-confidence or a deep personal impact and overall inspiration.

- > Opening one's mind-set – 28%

The participant indicates an inspiration with regards to more openness towards others including different talents and differently abled, a change in perspective and new lessons learned, as well as trust in general.

- > Impact on social interaction / Transfer and application – 41%

The participant puts an emphasis on inspirations for adapting social skills and attitudes towards others as well as applying lessons learned to other situations. Responses comprise more caring for others, communicating more consciously, more conscious teamwork and appreciation thereof, as well as more effective leadership.

- > No indication – 17%

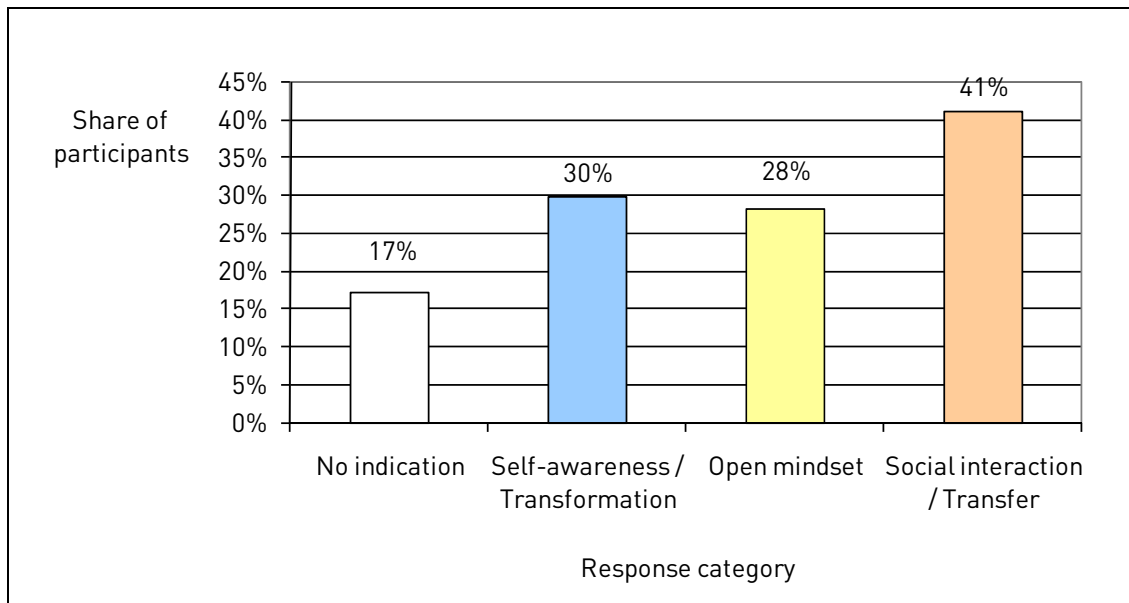


Figure 22: Inspirations for professional career / personal development

## 2.2 WOULD YOU RECOMMEND THIS WORKSHOP? IF SO, FOR WHAT REASON?

### Recommendation

- > Recommending the workshop – 90%
- > Maybe / probably recommending the workshop – 1%
- > Not recommending the workshop – 0%
- > No indication – 9%

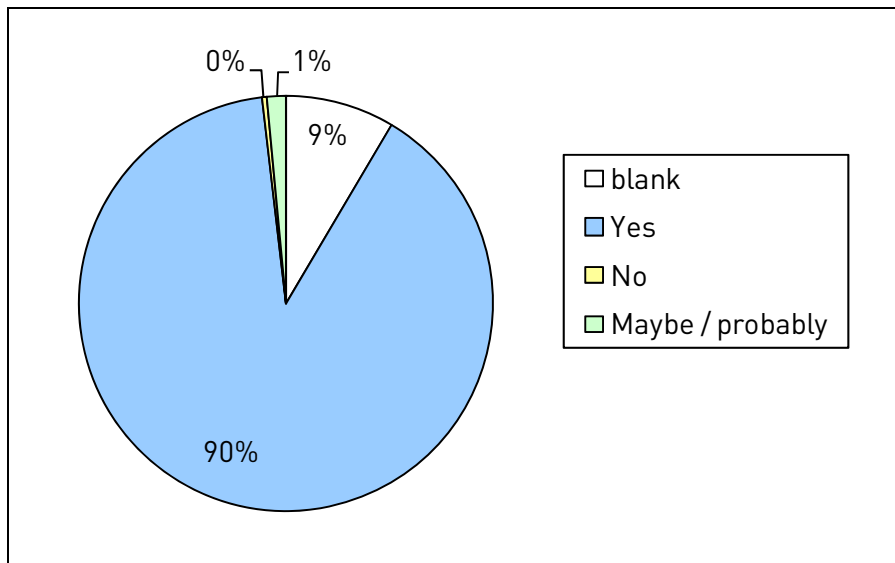


Figure 23: Would you recommend the workshop

Reasons:

#### LEVEL 1

- > Inward looking – 39%  
The participant expresses inspirations to be primarily related to herself as an individual without reference to an impact on the view of others or social interaction.
- > Outward looking – 18%  
The participant expresses the inspirations to be primarily with regards to her relation to others concerning an open mind-set or social interaction. No direct reference to an inspiration in terms of herself as an individual is being indicated.
- > Inward and outward looking – 6%%  
The participant expresses an inspiration related to both herself as an individual as well as her herself in relation to others.
- > Miscellaneous – 0%

The participant neither refers to an inspiration related **to herself as an individual nor herself in relation to others**. She expresses herself in a more abstract manner generally referring to the workshop overall.

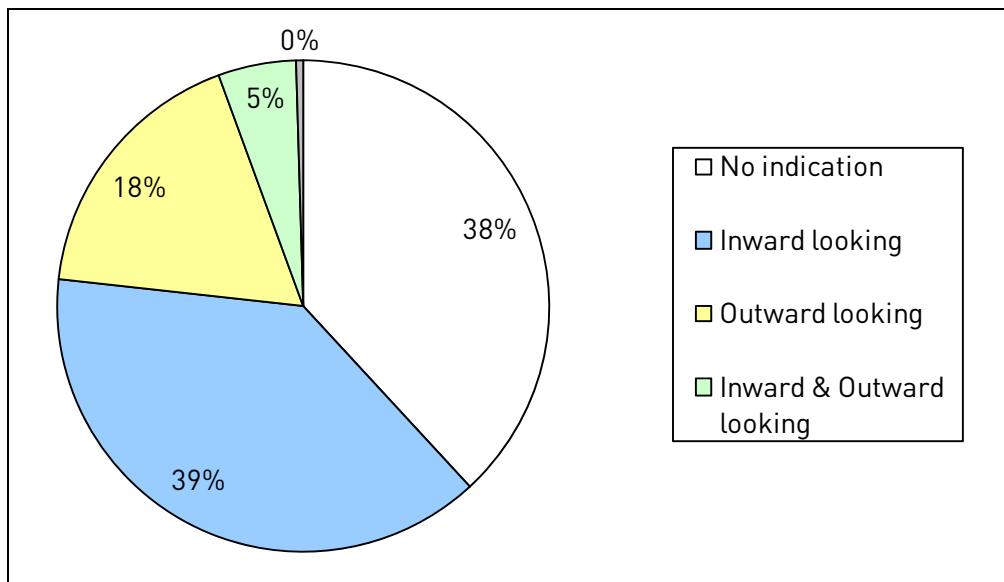


Figure 24: Reasons for recommending the workshop

## LEVEL 2

- > Impact on self-awareness / Personal transformation - 19%

The participant expresses primarily a transformation of herself in terms of self-awareness regarding personal strengths and weaknesses, awareness for other senses, increased self-confidence or a deep personal impact and overall inspiration.

- > Opening one's mind-set – 22%

The participant indicates an inspiration with regards to more openness towards others including different talents and differently abled, a change in perspective and new lessons learned, as well as trust in general.

- > Impact on social interaction / Transfer and application – 15%

The participant puts an emphasis on inspirations for adapting social skills and attitudes towards others as well as applying lessons learned to other situations. Responses comprise more caring for others, communicating more consciously, more conscious teamwork and appreciation thereof, as well as more effective leadership.

- > Experience – 16%

The participant describes the workshop as a positive or unique experience overall.

- > No indication – 38%

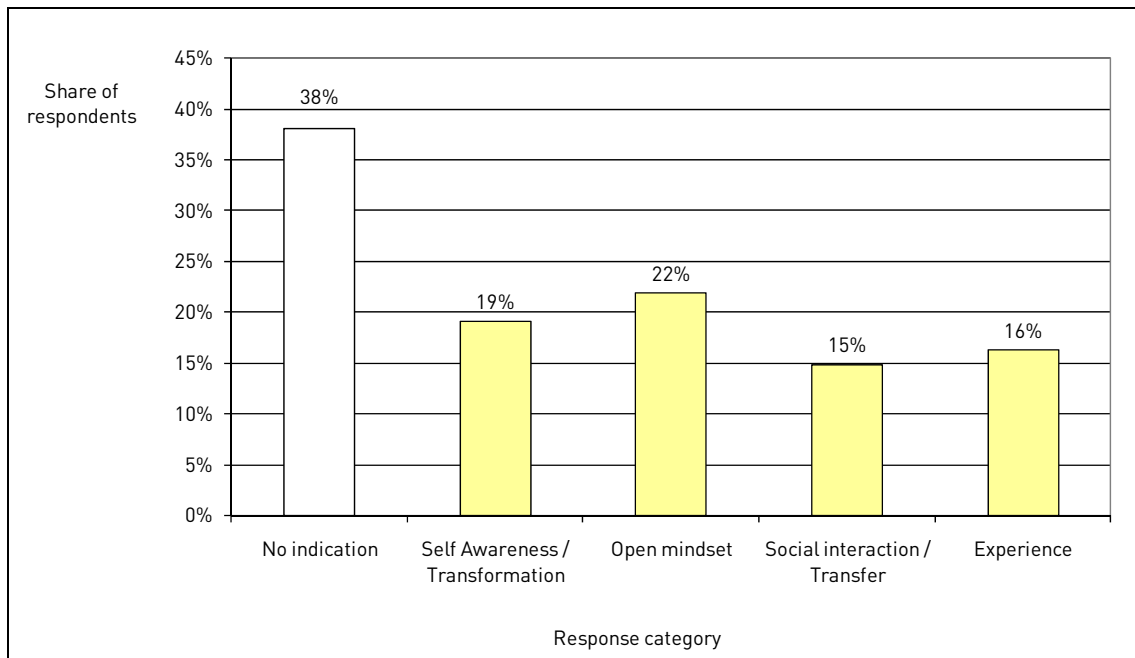
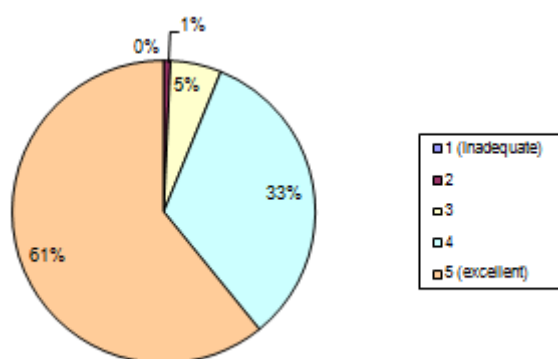


Figure 25: Reasons for recommending the workshop

### 3 WORKSHOP OVERALL

3.1 PLEASE EVALUATE THE WORKSHOP ON A SCALE FROM 1 (INADEQUATE) TO 5 (EXCELLENT) IN THE FOLLOWING AREAS:

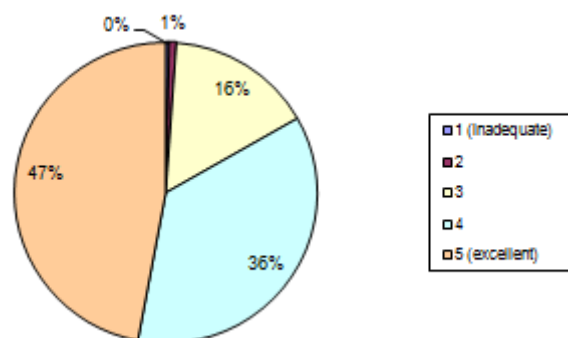
#### 3.1.1 THE ACTIVITIES IN THE DARK



Rating	Share of respondents
1 (inadequate)	0%
2	1%
3	5%
4	33%
5 (excellent)	61%
<b>Average rating</b>	<b>4.54</b>

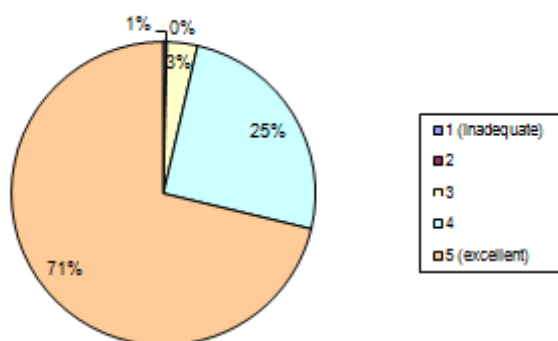


### 3.1.2 THE REFLECTION IN THE LIGHT



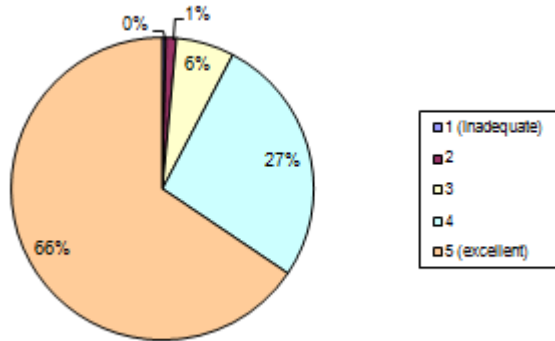
Rating	Share of respondents
1 (inadequate)	0%
2	1%
3	16%
4	36%
5 (excellent)	47%
<b>Average rating</b>	<b>4.29</b>

### 3.1.3 THE TRAINER(S) IN THE DARK



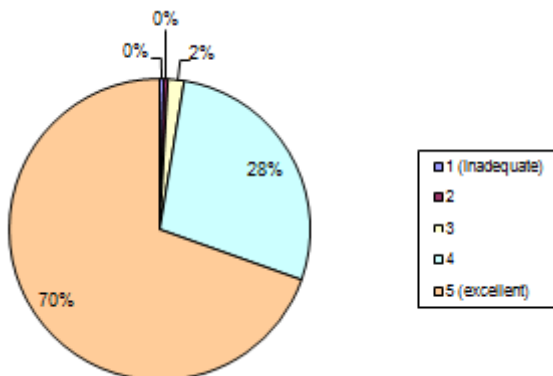
Rating	Share of respondents
1 (inadequate)	0%
2	1%
3	3%
4	25%
5 (excellent)	71%
<b>Average rating</b>	<b>4.67</b>

### 3.1.4 THE MODERATOR IN THE LIGHT



Rating	Share of respondents
1 (inadequate)	0%
2	1%
3	6%
4	27%
5 (excellent)	66%
<b>Average rating</b>	<b>4.56</b>

### 3.1.5 THE EVENT AS A WHOLE



Rating	Share of respondents
1 (inadequate)	0%
2	0%
3	2%
4	28%
5 (excellent)	70%
<b>Average rating</b>	<b>4.66</b>

### 3.2 WHAT DIDN'T YOU LIKE ABOUT THE WORKSHOP? HOW COULD IT BE IMPROVED?

