



Testing of the ONE Guide with Stakeholders

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Descriptive analysis of
QUANTITATIVE
DATA



THE IO3 FEEDBACK QUESTIONNAIRE – QUANTITATIVE PART

About the Questionnaire

The first part of the IO3 Testing Questionnaire that was administered to a group of stakeholders was composed by 17 questions, of which:

- the first four were about the respondents and allowed to collect data about their background and experience
- the other 13 were directly related to the review of the ONE Guide.

The following paragraphs analyse the results and compare them to the initial objectives set in the ONE Meeting Project proposal.

The survey received 48 valid responses, fulfilling the original target.

Participants

Position, role, and work experience

A little more than a third of the respondents (19 in total) have a 7+ years of experience in cross-institutional projects, while those who have a 3-to-6 years of experience and 2 years of experience or less have 14 people each. One person did not provide this information.

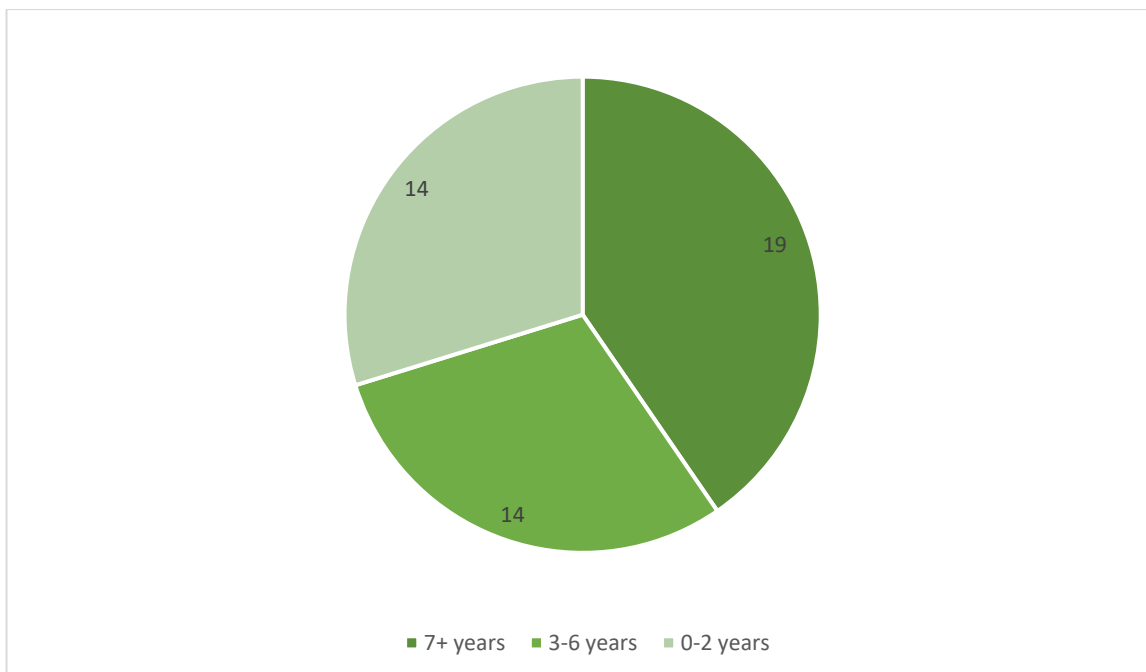


Figure 1 - Respondents' experience in cross-institutional projects in years

The following table shows the kind of role they cover in the Erasmus+ classification by years of experience.

Which role in cross-institutional projects would you most likely assign yourself to?	0-2 years	3-6 years	7+ years	Total Result
Administrative staff		1	2	3
Manager	5	6	8	19
Teacher/Trainer/Researcher/Youth worker	9	6	7	22
Technician		1	1	2

Table 1 - Total experience grouped by role covered (N=46, two of the respondents did not provide this information)

The majority of respondents is in the “Teacher/Trainer/Researcher/Youth worker” category, and they cover a variety of roles, from university researcher/lecturer to director of a university programme.

Among those that classify themselves as “Managers” we mostly have directors of HE centers and project officers.

As is also quite clear from Table 1, experience levels are quite evenly distributed across the two main groups of respondents.

This classification of respondents by role will be used as a basis for the following analysis.

FEEDBACK ON THE ONE GUIDE

Quality, potential and overall impact

The **ONE Guide** was reviewed along different axes that were initially defined in the project proposal. We chose to ask simple single-choice questions about most of them but resorted to a specific tool to evaluate the overall level of enthusiasm raised in reviewers.

The main **indicators** defined at the proposal level and the related targets (in parentheses) were:

1. users who find the resource to be easy to use and useful/very useful, relevant/very relevant (90%)
2. users who consider the resource as capable of making a significant contribution to improving knowledge and attitudes and skills in relation to digital/managerial competences (90%)
3. users who consider the resource as a significant contribution to improving knowledge and attitudes and skills in relation to more productive virtual transnational collaboration (80%)
4. users who consider the resource capable of making significant change in their own transnational project design and implementation (90%)
5. users who say they would recommend to a colleague or professional contact (80%)
6. users who are in decision making roles in Higher Education organisations and intend to use the resources in the short term (70%)
7. Project Managers who intend to adapt their EU project delivery in their own organisations (70%)
8. Project Managers who would recommend the Outputs to a colleague in a similar position (90%)

Indicator 1 – Usefulness, Relevance, Ease of Use and Attractiveness

Positive result

The first indicator results were addressed by four questions, focusing on the usefulness, the relevance, the ease of use and the attractiveness of the ONE Guide as shown in Figure 2.

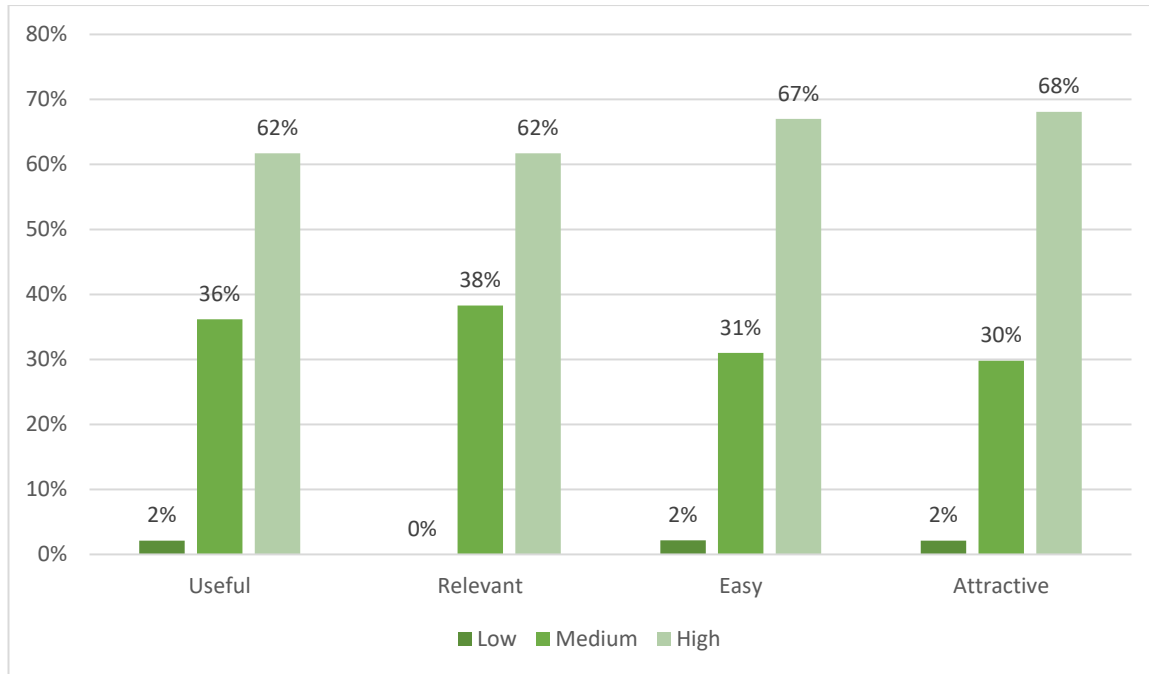


Figure 2 - The usefulness, relevance, perceived ease of use and attractiveness for Indicator 1

The target was to have 90% accordance on useful/very useful and easy/very easy. With a 2% negative response rate about usefulness, ease of use and attractiveness only, **98%** of respondents answered positively for those dimensions, and **100%** for relevance.

Indicator 2 – Impact on Managerial and Digital Competences

Improvable result

The second indicator received more varied answers, as shown in the following graph (Figure 3).

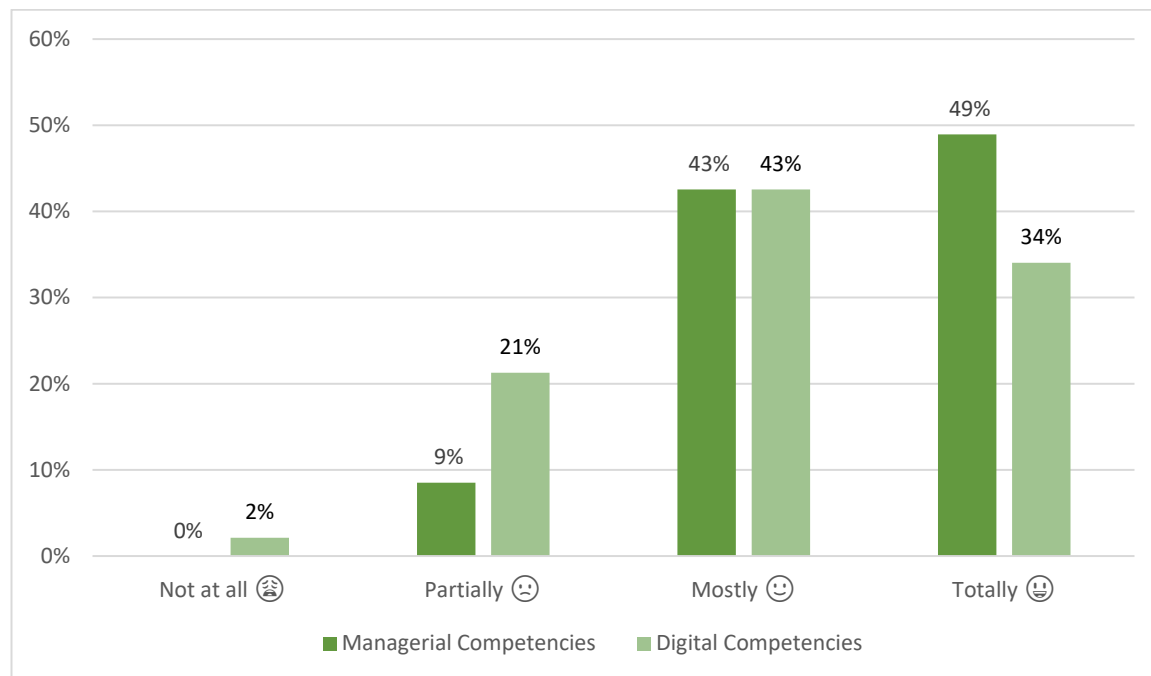


Figure 3 - A column chart representing the expected impact on Managerial and Digital Competencies, with percentages related to each competence (Indicator 2)

As can be seen in the chart above, the target of 90% was reached for **managerial competences (43% + 49%, for a 92% total)**. About the impact on **digital competencies, 77%** of the respondents think that the document will at least “mostly have an impact”.

Negative answers came just in one case from a Teacher/Trainer/Researcher/Youth worker with 3-6 years of experience, who also provided helpful feedback in the two open questions.

Indicator 3 – Impact on Virtual Transnational Collaboration

Positive result

The potential to improve knowledge and attitudes and skills in relation to more productive Virtual Transnational Collaboration was generally evaluated in a positive way, with 61% of respondents saying it would “totally” make a significant contribution and 35% settling for “mostly”. Since the target score was 80%, we can surely say this aspect was satisfying. Again, we can look at this indicator in the perspective of what people with different roles and levels of experience have expressed. The following bar chart shows the distribution across the four respondent groups.

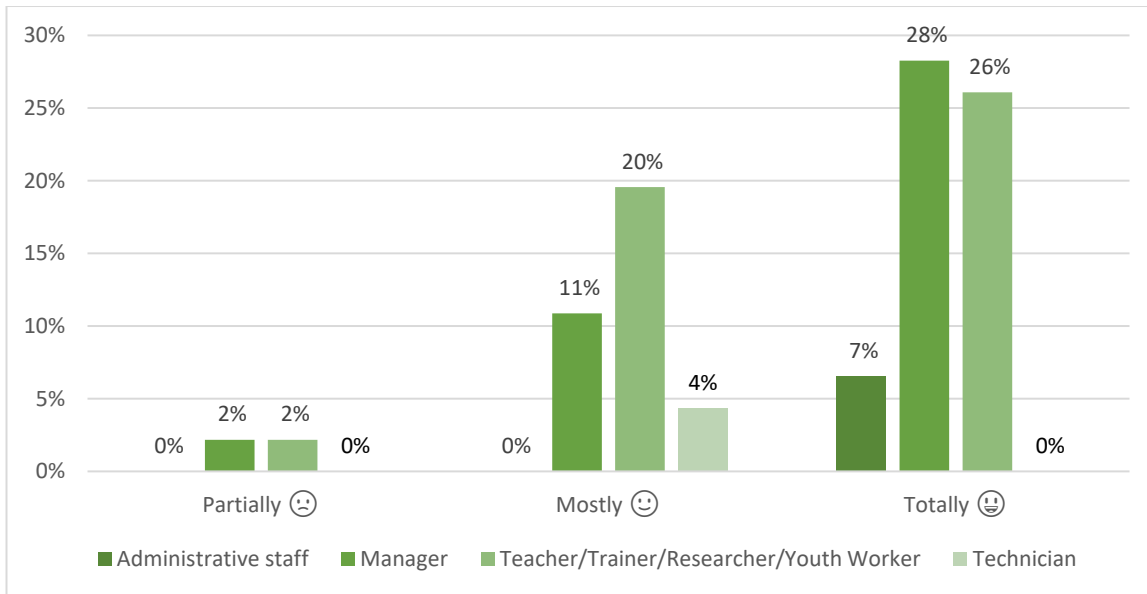


Figure 4 - A bar chart representing Indicator 3 by categories of respondents

Indicator 4 – Impact on Transnational Project Design and Implementation

Improvable result

Respondents who considered the ONE Guide to be “totally” able to make a significant change in their own transnational project design and implementation were 19 (40% of the total) which sum up with the 21 (44%) according to whom it is “mostly” able to 84% positive answers. Since the target was 90%, we can consider this indicator as not reached but just for a little value (6% gap). Less positive evaluations tend to come from respondents with higher degrees of experience. The number of managers and teachers/trainers who chose “mostly” and “totally” is the same.

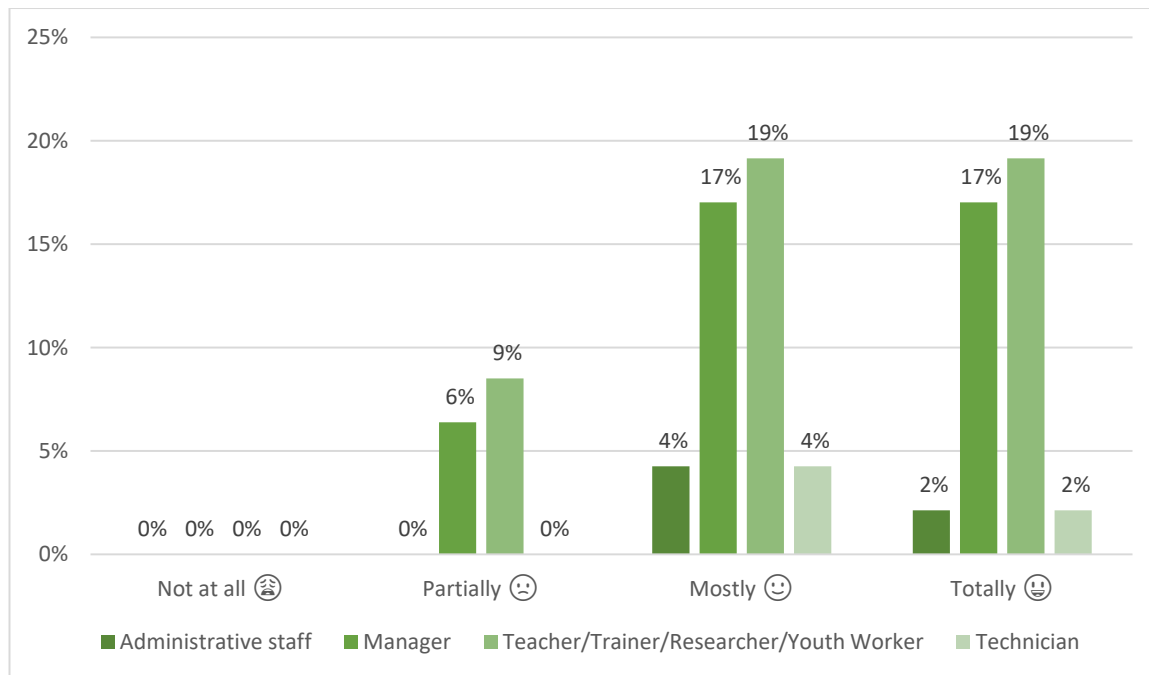


Figure 5 - A bar chart representing Indicator 4 by category of respondent

Indicator 5 – Willingness to recommend to a colleague or professional contact

Positive result

The analysis of the responses to this indicator are based on the use of the Net Promoter Score (NPS) tool (Reichheld, 2003)¹. This tool is specifically designed to detect the number of Promoters, Detractors and Neutral users of a specific product by using a simple ten-levels scale. Respondents are assigned to each group based on their answer, following these rules

- If the answer is 10 or 9, the respondent is a **Promoter**
- If the answer is 8 or 7, the respondent is **Neutral**
- If the answer is 6 or lower, the respondent is a **Detractor**

The NPS value is calculated as the difference between the percentage of Promoters **minus** the percentage of Detractors. It can hence span from +100 (in case all respondents are Promoters) to -100 (in case all respondents are Detractors).

The distribution in our group of respondents is represented in the following chart.

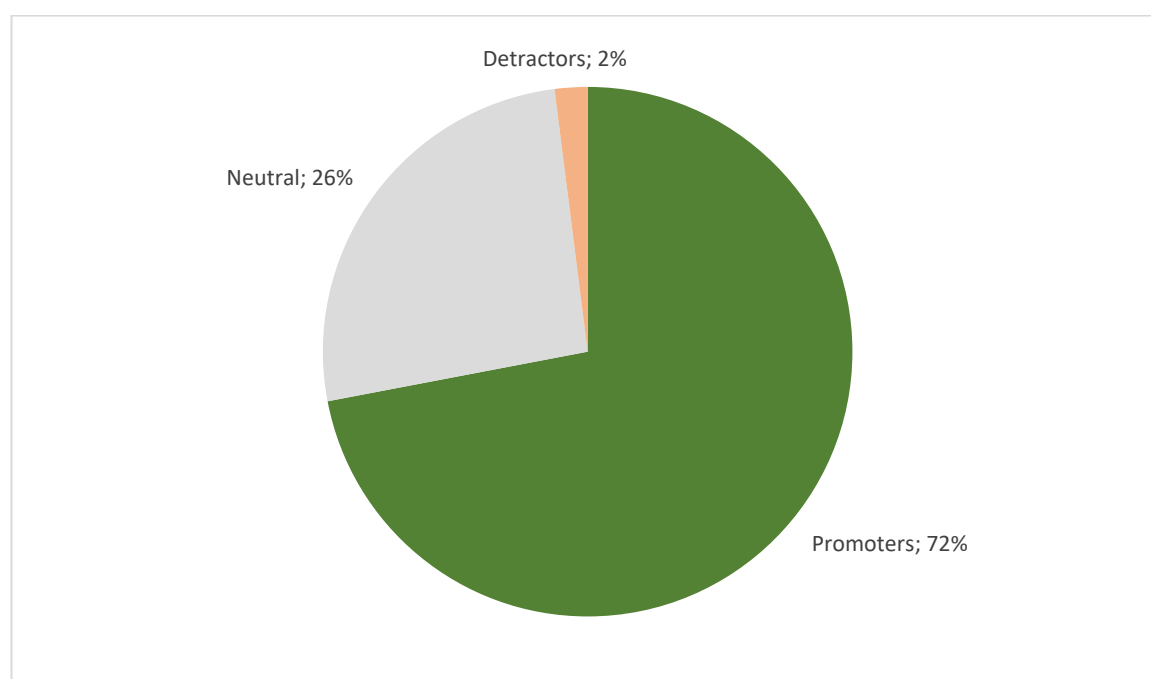


Figure 6 - Distribution of Promoters (green), Neutral Users (grey) and Detractors (orange) in the groups of respondents

The data represented in the above chart accounts for a +70 NPS, which is generally seen as a **good result** in terms of product reception. Most respondents (34) belong to the **Promoters** group, with some of them (10 in total) being **Neutral**. Only 1 respondent qualifies as **Detractor**.

¹ Reichheld, Frederick F. (2003). The one number you need to grow. Harvard Business Review (December 2003), <https://hbr.org/2003/12/the-one-number-you-need-to-grow>.

Indicator 6 – Willingness to use the ONE Guide by decision makers

Positive result

All but 10 respondents are in charge of some decision making, and those 10 people are distributed across the low- and middle-experienced groups, only one of them having 7+ years of experience. The other 38 respondents “mostly” (37%) or “totally” (55%) agreed with the idea that they could adopt a tool such as the ONE Guide in their institutions and projects. This 93% positive score exceeds the target value. Looking more closely at the data we can see how respondents reacted in relation to their role. They were distributed evenly across the two main user groups of Managers and Teachers/Trainers/Researchers, as the following chart shows.

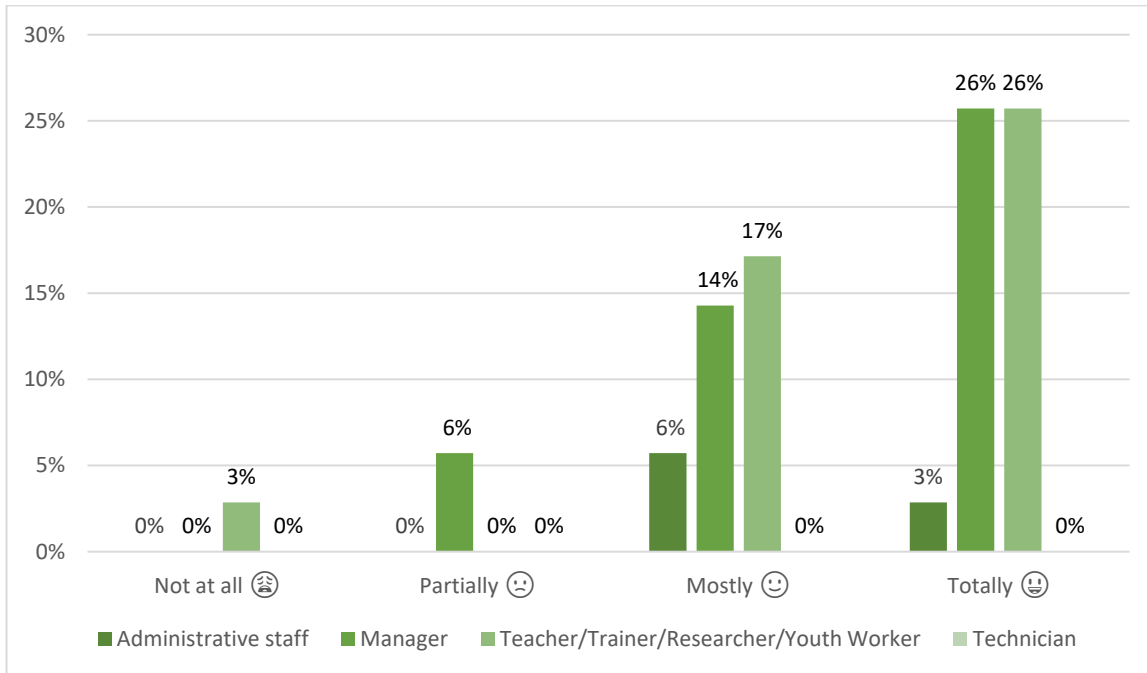


Figure 7 - A bar chart representing Indicator 6 by categories of respondents

Indicator 7 – Willingness to use the ONE Guide by project managers

Positive result

A total of 35 respondents described themselves as “project managers” in some way, and non-project-managers are distributed almost equally across the three experience groups. Among the 35 Project Managers, 30 respondents “mostly” (40%) or “totally” (46%) agreed with the idea that they could adopt the ONE Guide in their institutions and projects. This is well above the target 70% acceptance rate.

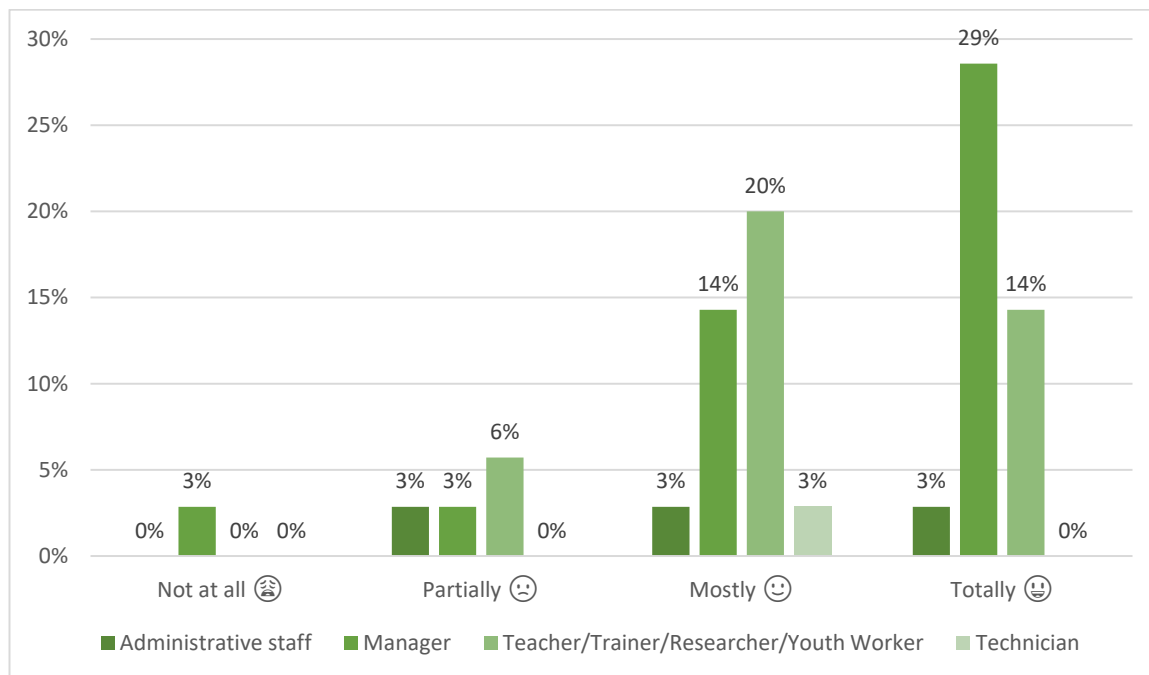


Figure 8 - A bar chart representing Indicator 7 by category of respondent (N=36, filtered by respondents who stated they work as project managers despite their actual role in the organisation)

Indicator 8 – Willingness to recommend the ONE Guide to a fellow project manager

Positive result

Responses related to this indicator are based again on the NPS tool but filtered by role based on the answer analysed for the above described Indicator 7.

The distribution in this specific group of respondents is represented in the following chart.

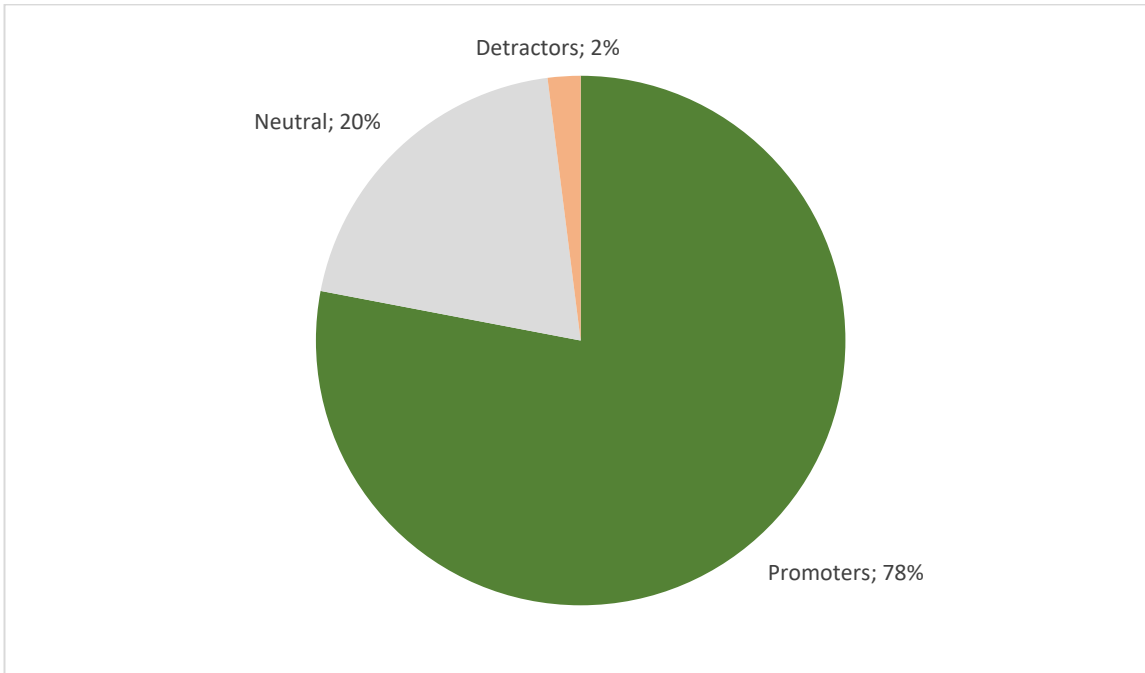


Figure 9 - Distribution of Promoters, Neutral Users and Detractors in the Project Managers group

The data represented in the above chart accounts for a +76 NPS, which is generally seen as a **good result** in terms of product reception. Respondents belong for the most part to the **Promoters** group, with 7 of them **Neutral** and only 1 **Detractor**.

Additional question – How much do you think the ONE Guide would equip you to identify unforeseen situations or face unpredictable events?

Positive result

Almost 80% of the respondents assume that the ONE Guide equipped them with skills that will allow them to identify or face unforeseen situations or events. This positive result applies to respondents across all experience levels: 12 respondents with “0-2 years of experience” (26%), 12 respondents with “3-6 years of experience” (26%) and 13 respondents with “7+ years of experience” (28%) “mostly” or “totally” agree that the ONE Guide is a good preparation for unforeseen events. If there is a clear correlation between years of experience and degree of appreciation in this sense (Figure 10), it is also true that people in different roles had varied views.

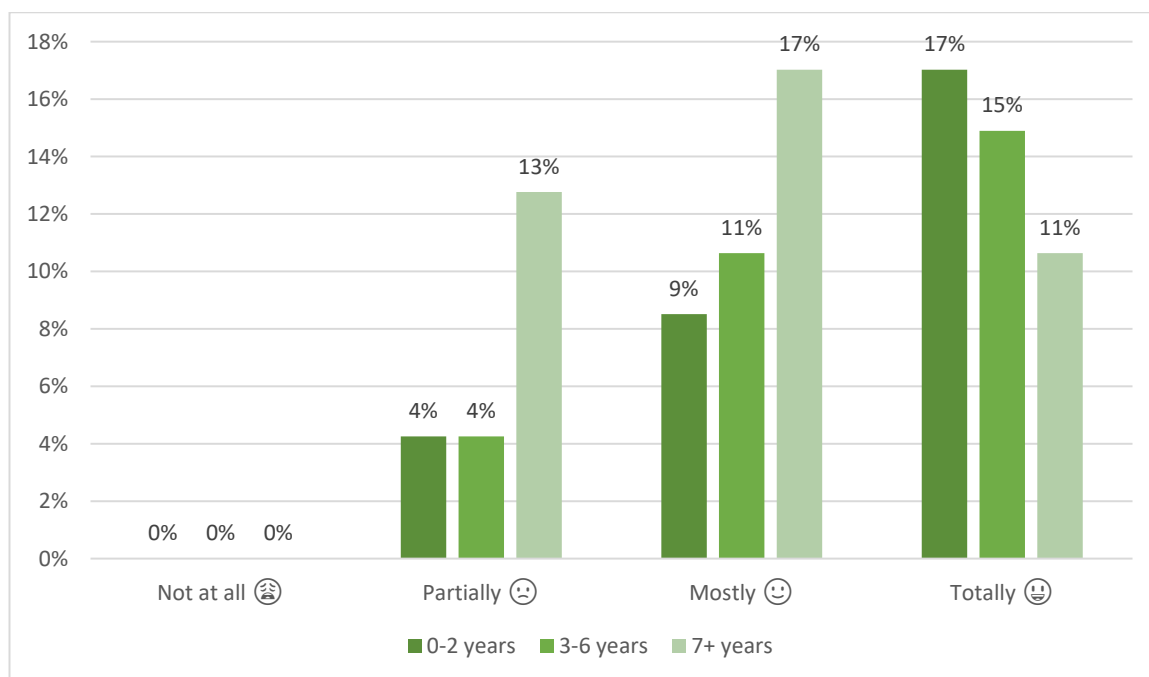


Figure 10 - A bar chart representing the additional question by category of respondents in years of experience (N=47)

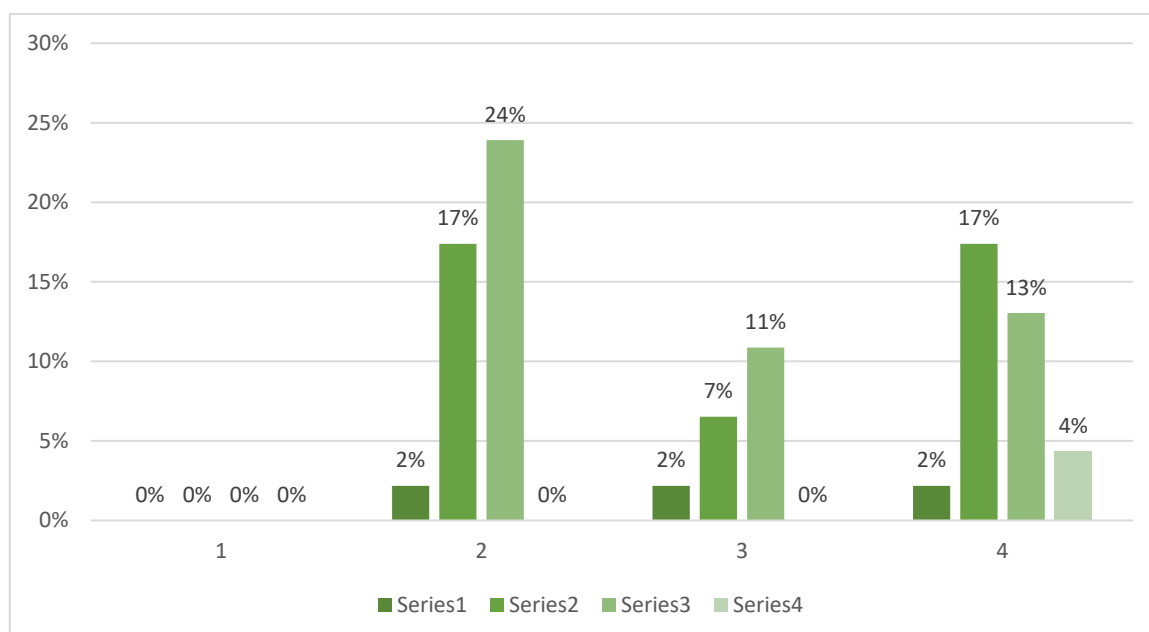


Figure 11 - A bar chart representing the additional question by category of respondents (N=46)

Thematic analysis of
**QUALITATIVE
DATA**



THE IO3 FEEDBACK QUESTIONNAIRE – QUALITATIVE PART

About the final open questions

Participants in this feedback phase were simply asked, at the end of the survey, (a) to share any comments, feedback or improvement suggestions they had for the ONE Guide and (b) to share how much they liked the ONE Approach and if and why they would or would not recommend it. Among the 48 respondents, 13 did not answer either of the two open questions. The other participants gave useful feedback which was analysed based on the themes that emerged from the long answers.

EMERGING THEMES

Eight themes (Appreciation for the ONE Guide, Accessibility and Usability, Target Audience, Robustness and Argumentation, Suitability of Methods and Tools, Relevance of ONE Guide for transnational projects, Added value of face-to-face meetings, Added value in terms of sustainability) were identified in the open answers given by participants, some of them recurring through different answers, some of them unique to a specific response. The following paragraphs offer an overview and a synthesis of the most relevant feedback and recommendations, grouping some of them along the three areas of impact envisioned for the ONE Meeting Project: **Methods and tools**, **Collaborative Project Management**, **Environmental Awareness & Sustainability**. The feedback that was not related to impact was attributed to the overall “quality of the project” category. Some of the suggestions coming from the reviewers will be highlighted and attributed a priority level based on how relevant they are for the “ONE Meeting Approach” and on their feasibility.

General Themes – Project Quality

Theme: Appreciation for the ONE Guide

A necessary, efficient, and effective approach

Many users explicitly state their appreciation for the ONE approach. Given the current situation of the climate catastrophe the ONE approach is regarded as a necessity. The ONE approach helps to adapt to this situation also with regard to the necessary change of organizational mindsets.

I like it very much. At my organization, we have been talking about the possibility of reducing f2f partner meetings in future projects, due to ecological concerns.

Today, it is not any more option to have everything f2f, we need to adapt to situation and we need to be efficient. ONE approach can significantly help in that.

It is a good approach to change mind set and to improve organizational settings.

I think the ONE approach is to be highly commended, its makes a strong case for significantly reducing the amount of travel that projects do!

A practical guide: well-structured, easy to read and attractive to try

Many users highlight the good structure and the clear language of the ONE Guide. In spite of its relative length, users enjoy reading and using the guide. They substantiate this with the clear language, the practicability, the good structure, and the attractive design.

I like the easy and clear language of the guide.

Although it is a multi-page document, the structuring & references make it very enjoyable. It is also a real visual treat!

This guide was easy to follow and attractive to try.

Very nice, hands-on and practically applicable guide.

Theme: Accessibility and Usability

In general, users appreciate the accessibility and usability, the structure and readability of the document (see above). Yet, there are some aspects that are mentioned that show space for improvement. These comments are very valuable for us as they help making the ONE Guide even better. Those aspects mainly concern (1) adding infographics, (2) editing and shortening the text, (3) adding practical examples and (4) putting the resources in a central place.

Users put those aspects for example as follows:

The text is easy to read and well structured, however, I would include more imagery at times to break up large blocks of text.

It would be nice to see infographics. They communicate better and save time for readers. They facilitate in the process of capturing the attention of the audience.

Overall, the text could benefit from more editing to be shortened and made more compact. The reading is easy, the text connects very well, but at times there feels to be a bit of repetition or some concepts presented in too many words. More brevity in the guide, could facilitate its usage.

A few more practical "real life" examples would enhance the guide I think.

If possible, I would integrate some other more practical examples/best practices of partnerships that managed to put into practice some of the suggestions provided by the ONE Guide

I would appreciate if the resources produced in the project were placed in a central environment, at one level (Website). Probably you will do anyway. The links in de document are very helpful, the guide is well-designed and easy to read.

Suggestion – high priority: Add infographics and visuals, edit and shorten the text, add practical examples.

Suggestion – medium priority: Put the resources at one level (website)

Theme: Target Audience

Some users mention that they regard the ONE Guide as a very useful tool – but with a limited range. They perceive the most benefit for less experienced colleagues or colleagues less familiar with technology. Yet, it has to be considered, that those estimations stem from users with 7+ years of experience.

I would share the document to colleagues who are unused to this type of work. (...) I think the guide is good for colleagues unfamiliar with technology.

Good guide. very attractive and handsome material. Maybe experts profit less from this material than newcomer.

Theme: Robustness and Argumentation

A few users mention that the guide lacks evidence for the approach, corroborating literature, more robust argumentations, and specific sociological literature.

However I was disappointed with the bibliography. I think you need stronger evidence for the approaches advocated in the document with strong evaluations from the commercial sector too.

if the ultimate goal is to use this tool to transform practices within organizations, then a more robust explanation is needed for what agile project management practices are. Research on that should be incorporated.

Sources, for example from sociology, seem to be missing. (...) So maybe at least in the Introduction or somewhere else this basal assumption could be clarified and argued.

We have decided to integrate more references into the web version of the ONE Guide while not overloading the PDF version of the ONE Guide and keeping it a not too long practical Guide.

Impact Area: Methods and tools

Theme: Suitability of Methods and Tools

Users' answers to the open questions include a general appraisal for the usefulness and suitability of the presented methods and tools. One user points at the need for specific aspects such as including more CO2 friendly tools for online collaboration.

the guide would benefit from more suggestions of more eco-friendly tools such as considering which cloud service belongs to a company with a smaller carbon footprint, etc (...) I would expect more reference to online tools that could be used to facilitate the interaction while minimising the impact on the environment.

Two other users would prefer the ONE Guide to include more detailed information on how to design the ONE meeting depending on at when it takes place in the course of a project.

I would suggest to have more specific when the ONE meeting should happen during the project lifetime. i.e. you need a different approach (icebreaking, teambuilding activities etc) during a project kick-off meeting and a different approach if the ONE meeting will be organized at mid-term, when you may have to deal with delays, breakdown of relationships etc.

I would have liked more information on what to do and which topics to include in the one f2f meeting

Suggestion – medium priority: Refine the description of the ONE Meeting

Suggestion – medium priority: Add tips for eco-friendly tools

Impact Area: Collaborative Project Management

Theme: Relevance of ONE Guide for transnational projects

Some users from category manager and teacher/trainer/researcher explicitly underline the relevance of the ONE Guide for their transnational projects and highlight how it can be of help to maintain such partnerships.

the One guide is a great help also for PMs who embark on the transnational project management challenge (as me, in this case). I'm definitely going to draw on the expertise laid out in the guide to manage my current and future projects.

I find it very helpful. I would mostly recommend it for the fantastic tips at maintaining relationships between partners, pairing partners, creating transparency and involving partners at all stages to create co-ownership of the project. Such methods are highly beneficial for any type of project.

I really like the ONE approach, I would recommend it because it has found a way to maintain cooperation, coordination and engagement between partners despite the reduced in person meetings all while reducing environmental impact of projects.

Theme: Added value of face-to-face meetings

Some users highlight the relevancy of face-to-face meetings and thereby express their doubts about having *one* meeting only – notwithstanding they emphasize the relevancy of the idea behind it.

I am not convinced that only one meeting would result the same collaboration and connection, while the limited personal interaction may result that projects will lose their “souls”.

I still remain a supporter of face-to-face meetings. I think that one meeting in the lifespan of a project is not sufficient to foster cohesion and build trust among the partners.

Impact Area: Environmental Awareness & Sustainability

Theme: Added value in terms of sustainability

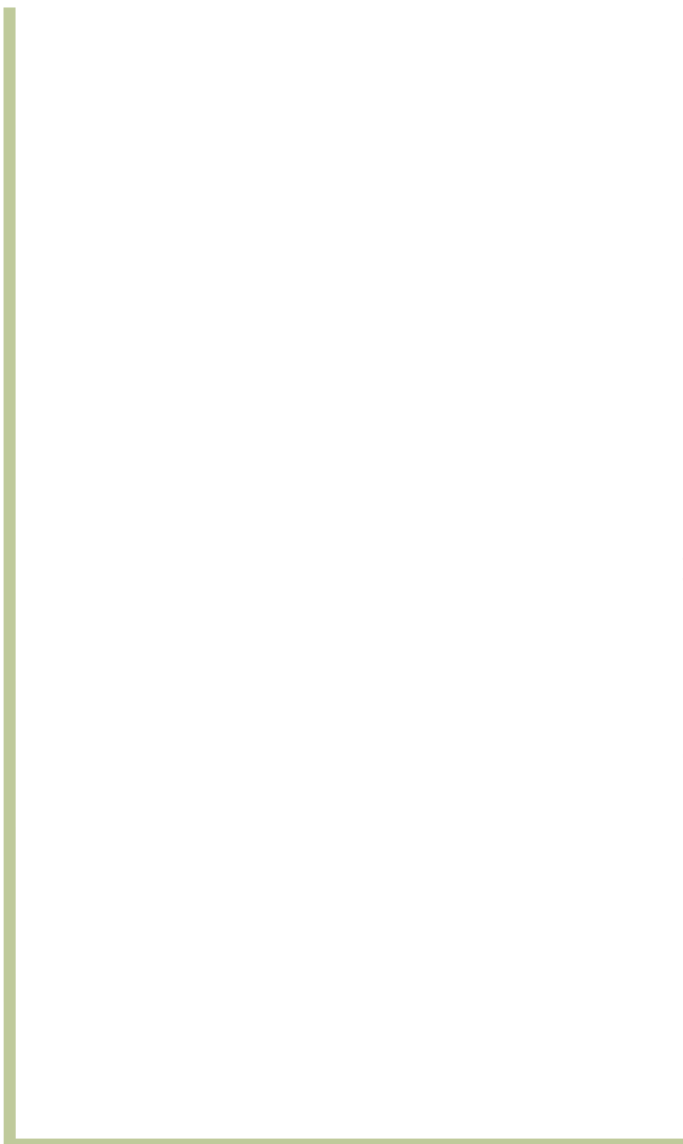
Comments about sustainability issues first and foremost corroborate the importance of the issue, some of them underpinning it with their own recent experiences.

The green approach you have is very acute and essential. It is clever to combine it with accessibility and then the more traditional project management issues.

I think it is important, as it addresses one fundamental problem of our age: sustainability. We have all learnt during the pandemic that constant travelling and face-to-face-meeting is not necessarily and it is important these insights do not go lost once the pandemic is over.

The idea to have only one f2f meeting is ambitious, but I think it is doable and frankly a necessity in order to tackle the climate catastrophe.

Conclusions and
FINAL THOUGHTS



BRIEF SUMMARY OF COLLECTED DATA

The collected data reported in this document gives **mainly positive feedback on the ONE Guide (IO3)**, highlighting some interesting and relevant elements that can be further developed in its final release. The group of respondents have a rather long average experience in managing inter-institutional projects and belong to the EU-defined main participants groups of Managers (19), Teachers/Trainers/Researchers/Youth workers (22), Technicians (2) and Administrative staff (3).

Of the 8 indicators outlined in the original ONE Meeting Project proposal, 6 were met, 2 were not. Plus, the additional indicator about the ability of the guide to help in identifying unforeseen situations or facing unpredictable events received positive feedback. The 6 reached indicators were **Usefulness, Relevance, Ease of use and Attractiveness** (Indicator 1), **Impact on Virtual Transnational Collaboration** (Indicator 3), **Willingness to recommend to a colleague or professional contact** (Indicator 5), **Willingness to use the ONE Guide by decision makers** (Indicator 6), **Willingness to use the ONE Guide by project managers** (Indicator 7), and **Willingness to recommend the ONE Guide to a fellow project manager** (Indicator 8). **Impact on Managerial and Digital Competences** (Indicator 2) is partially improvable as the target regarding digital competences was not reached (the target was 90%, we reached 77%). Among the two larger groups of respondents, more managers rate the impact on digital competences high (84% “mostly” and “totally”) than teachers/trainers/researcher/youth workers do (71% “mostly” and “totally”). The second improvable indicator is **Impact on Transnational Project Design and Implementation** (Indicator 4) (the target was 90%, we reached 64%). Less positive evaluations tend to come from respondents with higher degrees of experience. This may indicate that experienced project managers might have had higher expectations of the ONE Guide.

The answers to the final open question provided valuable information. More than half of the 48 respondents gave useful feedback which was analysed based on the themes that emerged from the data. These eight themes were identified: **Appreciation for the ONE Guide, Accessibility and Usability, Target Audience, Robustness and Argumentation, Sustainability of Methods and Tools, Relevance of ONE Guide for transnational projects, Added value of face-to-face meetings, Added value in terms of sustainability**. Some themes recurred through different answers, some of them were unique to a specific response. When proceeding with the analysis, we grouped the themes found in the three areas of impact envisioned for the ONE Meeting Project: Methods and tools, Collaborative Project Management, Environmental Awareness & Sustainability. Additional themes that were not related to impact, were attributed to the overall category “quality of the project”. Some of the suggestions coming from the reviewers were highlighted and attributed to a priority level which was based on the issue how relevant they were for the “ONE Meeting Approach”. High priority was given to issues of Accessibility and Usability.

When revising the ONE Guide we picked up the reviewers’ suggestions especially by adding more illustrations, revising the text to be more concise and illustrative, improving the structure of the sections and the delineation between them, adding short descriptions as a preview, and enhancing the possibilities to switching between the different sections and subsections. Additionally, the web version of the ONE Guide is set to include even more practical examples as well as more references.