



PART ONE

General Information for Training or Presenting to International Audiences

COPYRIGHTED MATERIAL
<http://www.pbookshop.com>

<http://www.pbookshop.com>



Insights and Suggestions for Training, Teaching, and Presenting to International Audiences

Speaking to groups around the world will spice up your life!

There are choices to be made when you receive a request from a client to train, teach, or present to an audience that has different culture, language, and experience from your own. How should you prepare?

This book is designed to help you to plan and complete your assignment with confidence and comfort. We cover various techniques and tips, as well as provide examples and suggestions.

Let's start with an example:

All your senses are piqued. From the moment you step off of the plane or get on the phone with an international audience, you know this experience is going to be very different.

You have just traveled to China to demonstrate some new technology products.

You arrived at the airport expecting your pre-arranged ride, but there is no one there to pick you up. Somehow you reach your destination.

Now you are looking at a room full of people and can tell from their blank faces and silence that they do not understand what you have just asked them to do. It is the opening of Day 1 and you still have two full days of a program to teach. You were told “they understand English, but don’t speak it so well.” It seems that this was a bit of an overstatement.

You have shipped the technology products in advance, and have found out that they have been delayed getting through customs. You won’t have them this week. Because you shipped the student materials with the products, you don’t have those either.

The adapter you brought for your computer power supply does not fit the socket.

You have split the participants into small groups and given them an assignment. No one is speaking; they are just looking at each other.

The dinner you had last night is not agreeing with you and you are not sure how you are going to make it through the day.

There is a thirteen-hour time difference between where you are and home. You slept little on the plane. It is 11:00 P.M. your time, but you can’t sleep now. This is going to be a long day.

You ask questions to test for understanding and get no response.

Your translated slides looked fine on your computer in the office. Now they look like weird, unrecognizable characters with lots of rectangles.

These are just a few examples of dilemmas you can face when you have been asked to train in a foreign country or present to an international audience. The more you do this, the more you can potentially learn lessons the hard way.

What do you do next? And what do you do next time?

This scenario required you to travel to another country and present in person. Other examples will cover virtual training to an international audience from a separate location.

There are lots of things to do to help avoid troubles and inconveniences when training, teaching, or presenting internationally. We address some in this chapter and more specifics in later chapters.

One of the first things you can do when you are working with a new country is to look through the books at your local bookstore for the country or countries you will visit or teach in. You can order Frommer’s travel guides for the appropriate locations at www.frommers.com. Also, buy a small dictionary of terms and phrases for the primary language spoken in the locations where you will visit or present. Practice some of the

phrases that you think you will need. You can start with how you will greet the class (will it be “Hello” or “Good morning?”). Read everything you can about the country and its culture. Check the weather for about a week before leaving, to determine what to pack.

Being prepared for the unexpected is perhaps the best advice we can give you. No matter how much you prepare, there will be surprises. So open your mind and spirit to an adventure! You will most likely experience frustration, embarrassment, strangeness, and confusion, but it is all part of the adventure. Be open to a variety of experiences, and be willing to vary your technique and plans. As long as you are well prepared and flexible, it will be the experience of a lifetime. You may never cease to be surprised when traveling, working abroad, or training an international audience, as there is so much to learn from people of different countries!

Even though you are supposed to be the teacher or “expert,” you can learn at least as much as your student/audience does. And speaking of being a teacher, it carries a very special and venerated honor in many countries.

THE BASICS

To prepare for an international training assignment, obtain agreement with your country management contacts or hosts regarding your learning objectives to ensure that their expectations will be met. This should include what each learner will be able to know and do by the end of your session. List actions that can be easily observed for your program objectives, such as describe, explain, perform, or demonstrate (see more about this in Chapter Two).

Questions to Ask

- Timing (dates, start times, end times) (Don't assume an 8:00 A.M. start time.)
- Location (city, hotel, meeting room)
- Participants (number of people, positions, managers)
- Expenses (costs, who will pay for what)
- Materials collateral (who will make copies, deadlines for final versions)
- Translation (if so, who will do it and associated deadlines)

One person should be the final decision-maker, but you may have to communicate with several stakeholders to make sure that everyone knows the final arrangements. We provide many more ideas from a variety of experts throughout this book.

TRAVEL

Making arrangements for and confirming flights and accommodations are important details, and the proper arrangements ensure you are well rested and prepared for conducting your important training/education sessions. Try arriving early to adjust to the new time zone and culture. There are many choices of where to stay. Safety and proximity to the training may be key. An alternative may be to stay in a bed and breakfast/pension (guest house) environment. This allows you to stay with a family, dine and live as a guest in their home, learn about the culture, and make good friends. Karen Brown's guides provide good recommendations (www.karenbrown.com).

Tips for Travel Documents

- Always maintain a current passport with at least six months left before expiration; some countries won't allow entrance with less than that. It is best to update when it is not needed, rather than to wait until the last minute when so many details require attention. You will also need a visa to enter certain countries. It is simpler if you have an up-to-date passport to start that process.
- Sign your passport in ink.
- Fill in emergency information in case the passport is lost. Use pencil for your home contact and in-country contact information so it can be changed as needed.
- Bring a photocopy of the passport with you, stored in a different location than your passport, just in case of loss or theft.
- Leave a copy of your passport, itinerary, and in-country contacts at home with a friend or family member—again, just in case.
- Check early to see whether a visa is required to visit the country you are traveling to.
- Before leaving home, buy an under-your-clothes money pouch in a light color. You can keep your passport and most of your money there (it will not be visible, even if you are wearing a light colored shirt). Keep a smaller amount of money in a pocket or purse for easy access and to avoid exposing your major cash and documents.
- We recommend keeping your passport with you in your under-the-clothes money pouch or placing it in the hotel safe. There are times when a hotel will ask for your passport to check in, but they should return it to you within a short period of time. Check your locale to see whether it is safer to carry the passport with you or not.
- In some countries, larger bills have a better exchange rate than smaller bills. For those locations (India and parts of Africa, for instance), take \$100 bills or travelers checks

instead of \$20 bills. Exchange your money into small bills of the country currency because you will need them to pay for transportation and water. In some countries they cannot make change for you from large bills.

- ATM (automated teller machine) use will give a varied exchange rate. We actually walked miles checking different banks in Bangalore, India, trying to find one that accepted a bank card. At the sixth bank, we were finally able to get cash.

HEALTH

Make sure you are as healthy and rested as possible before you leave home for your trip, and leave enough time to overcome jet lag when you arrive.

Tips for Overcoming Jetlag

- Allow an extra day so you will not have to work on the first day and can adjust to a new time zone and surroundings, as needed.
- Work hard to stay hydrated. Avoid diuretics while traveling (caffeine and alcohol). They get in the way of staying hydrated and will increase jet lag symptoms.
- Whenever possible, sleep on the plane.
- Start to adjust your sleep schedule to the new time zone, if possible, before you leave.
- Exposure to sunlight helps with overcoming jetlag.
- Avoid naps at the new destination and get on the new sleep schedule as soon as possible. (This may seem impossible, as that nap feels so good! If you need a nap, limit it to twenty minutes so it doesn't interfere with your night's sleep.)
- Some people try melatonin (this works best in darkness, so you may need an eye mask), an herbal sleep remedy, or a sleep aid to assist those first couple of nights adjusting to a new time zone.
- Some exercise (walking, for example) can help release tension and bring on sleep.

Check with your physician and the Center for Disease Control (www.cdc.gov) before you leave for any needed inoculations or medications to make your stay safe and healthy. Read and follow the advice in the travel book that you purchase to prepare yourself for an enjoyable trip. Check the news for recent significant events that may be distracting people's attention when attending your program, so you can be aware of what is going on.

SHOWING RESPECT

Typically, the oldest or most senior person, such as a manager, is introduced first in a training session, but you must be sensitive to the possibility that someone may be insulted if you guess wrong about hierarchy. Ask your host for the recommended protocol for introductions and seating arrangements, for example, by position, by alphabet, or by location in the room (first person on the left and so on). Tent cards and name tags with markers should be at each person's place. The presence of management may cause stress for some participants, who may not be comfortable participating in the same session with their managers. In other groups, you may need a manager present to bring up the tough questions or topics that others may be uncomfortable bringing up. Check with your sponsor to see whether you should have a separate session for management.

Always be on your very best professional behavior. Remember that you are a guest in their country and your most polite behavior will be appreciated. We tend to be used to very casual behavior in the United States, which is often too casual for those in other countries. We find that it is helpful to remember all of our best manners and avoid showing anger or frustration. Practice patience, because it is very easy to be misunderstood. Errors in interpretation are common. Remember to honor traditions of other cultures and try to speak the language for at least a few key words. These efforts are greatly appreciated by those you meet and those who are watching you as a representative of your country.

PREPARING AND PRESENTING YOUR TRAINING MATERIALS

Now let's talk about the preparation of training materials. Language and visuals are critically important when you are presenting to an international audience. The audience members do not have the same frame of reference as you do, often do not understand jokes you may tell, and could easily be offended and confused by your casual way of presenting material (jargon and terms). Use words for your presentation that can be quickly looked up in an English dictionary. Use key words and concepts on each page, instead of long sentences, so that translations can be done (many languages take more letters per word and more words per concept than ours). Test out pictures, graphics, and language with someone you know who has a background in the culture you will be visiting. For example, when preparing materials for one presentation, we were surprised to find out that a picture of a child holding a stuffed bunny was a shock to a person from China, where they would not consider holding such an animal as a pet or toy.

Case studies can work well, but they must be carefully crafted to be clear and provide sufficient context. It is critical that you have a reliable contact in the country you will visit so you can check your content and ensure a maximum learning environment. You should ask whether all people who will be in the session can read English and whether the host can help you to translate the materials ahead of time, or if that is something you need to do. Does the host require and provide interpreters? Are the translations simultaneous, or do you need to double your training time for them to translate each sentence after you say it? Will they reproduce the materials, or do you need to ship materials ahead of time? Shipping may take much longer than you would imagine and videos/CDs may not be allowed to go through their mail system (depending on the country's shipping protocols).

Bring an international electrical appliance converter and adaptor plugs. If you are planning on using videos, the NTSC format from North America may not work in the equipment. PAL is the preferred format in much of Europe, and SECAM is standard for France and French-based countries. Videos must be converted into the appropriate format before you leave, so be sure to ask your host what format is required. CDs or DVDs should not pose a problem, as long as your computer and projector electrical hookups are international. It is better to be prepared for any possible complications. It is also important to have contingency plans (such as handouts and presentation notes) in case technology fails. Be prepared to change to "Plan B" without your students knowing about your technical difficulties. Your job is to help them to learn, without wasting their time when problems occur.

TIPS FOR DEVELOPING A CULTURALLY INCLUSIVE VIDEO, BY MARCIE AUSTEN, DIRECTOR, HUMAN RESOURCES, FROM SHURE, INC.

We included a short video presentation as part of our "Values in Action" global training initiative in an effort to bridge the past and present of Shure's corporate culture and demonstrate how the company's core values have remained constant since 1925, when Mr. Shure founded the organization.

We wanted the video to be inclusive of the many global cultures of Shure for all of our associates around the world. In order to make that happen, we

(continued)

conducted focus groups in each of our international regions: Europe, Asia, and Latin America. The participants actually helped us choose the music and photos. In addition to interviews with Shure associates, the video included interviews with some of our customers, with subtitles when necessary.

Ultimately, the video and the training were very well received, and we feel this has helped us to establish a successful foundation for our next training initiative.

If you are going to use global SMEs to help develop content or materials, allow for plenty of time and involve them early in the process. It sounds intuitive, but if you haven't been through this before, you will be surprised at how long it will take. You can't walk down the hall to talk to someone, and you often can only catch the person by phone during very narrow time windows.

You may typically be seen as a VIP (very important person) with expertise, so participants in your program may be reluctant to ask questions and betray lack of knowledge, or they might hesitate because of lack of language skills or because their culture does not approve of asking questions of someone in a position of authority. Offline conversations are critical to finding out whether people are understanding the content. That means you often get no breaks!

If the participants in your program are from different countries, they should be grouped with persons from their own country, not mixed together (unless they are used to being mixed). This provides participants with a support system and helps with translations, as well as eliminating conflicts. Some countries have been conquered and humiliated by others in the past, so there may be hard feelings that cannot be changed in a training session. Even students from the same country may come from drastically different backgrounds and levels of protocol, so be very sensitive to this. You may be able to tell by observing body language, such as confusion, forced smiles, or frowns of worry, to see whether your trainees are uncomfortable. If so, you can pay special attention to alleviating their discomfort (without embarrassing them or calling attention to it). Not all body language translates well, however. Participants may be watching you and smiling and nodding their heads because they hear you or are polite, not because they understand the concepts you are discussing. Because each culture has its own body language, it is helpful to partner with a participant who would be willing to provide feedback to you regarding your presentation and its effectiveness. Whenever you can, let people sit and interact with the people they choose. This gives them an opportunity to discuss issues among themselves and speak to you as a group if they wish.

FEELING GOOD

While in another country, take care to eat fully cooked foods. Don't eat those tempting fruits with the skins on or salads with raw vegetables in countries where the water they've been washed with may make you sick. In Ghana we were told it is safest to stick to fruit with skins that you peel yourself (with your own clean hands/knives). We craved and lived on pineapples, mangoes, and bananas that we peeled each night. Street vendor foods look and smell delicious, but may cause you to have stomach problems because you are not used to the bacteria in other countries. Drink and use bottled water (even for brushing your teeth), making sure that the bottle has not been opened (in some countries they re-use the water bottles by filling them with tap water and selling them). A little caution helps to ensure that you will feel your best throughout your trip.

Most training sessions are arranged in major cities, so use the same security techniques that you might in any large city. Ask your hotel or host to set up transportation so you will be with a reputable company. Ask your hotel or host how much it should cost to your destination so you have an idea how much money to have ready. Ask your driver how much the trip to your destination will cost before you get into the vehicle. If it seems like too much, try another vehicle or company. In some countries, tourists are charged more (commonly referred to as a "skin tax"). Always be aware of your surroundings and get out of them if you don't feel comfortable. Trust your instincts. Keep to the streets that are busy with people and go to restaurants where there are many patrons (this usually means the food is good). Watch and observe how others behave and try to "fit in." For example, your clothes should be conservative and respectful; this means no tank tops or shorts. If you must wear a sleeveless top, it is a good idea to cover it with a sleeved shirt or jacket. Suits with below the knee length skirts are usually appropriate for women. In some countries, it is wise for a woman to have a scarf or shawl, in case she needs or wants to cover her head out of respect and/or comfort from the heat. We do not recommend that you "go native" and dress as the people who live in the culture do, because it is often easy for them to tell that you are a foreigner who is trying to look like a native.

VIRTUAL PRESENTATION

For virtual presentation via conference phone and computer, it is even more important that you clearly communicate everything ahead of time, such as computer specifications required by the participants. It is extremely useful to have the capability of a "hands-free" conference phone. Design your program to a minimum requirement of student capability to ensure success, because it is harder to coach individuals having difficulty if you are

on a group conference call. Engage a conference support company (for example, WebEx) to ensure smooth technology usage. Practice ahead of time to remove any obvious roadblocks and gain experience in using the tools smoothly.

Develop a comfort level with a contact in the country you are working with. The person can ask tough questions during your program or help with clarification when possible when you're on the conference call. Engage this person in advance and share your expectations. Explain the role you would like him or her to play. If appropriate, explain the role the person is playing to others who are in on the call.

If the number of people is not too large, have each person or group spokesperson *briefly* introduce him- or herself (with name, organization, and location) at the beginning of the session. Provide online chat opportunities on an ongoing basis after the session and a web location for documents, resources, and continued learning/sharing opportunities.

These are just a few ideas for you to consider. We will cover this topic more in the next chapter.

GAINING WISDOM

There is much history and wisdom in other lands. Many countries have thousands of years of history; some may have been united for only a short time, or not at all. Their music, art, dance, tastes, and animal species are rich and varied. If you have time to explore, take it! Their stories and perspectives are very different from what most of us have experienced. Expect the unexpected, such as all vehicles stopping for the sacred cow that has just laid down in the middle of the road in India or the elephant's leg that is brushing your arm and sharing the same road that your open air vehicle is using. Your meals and accommodations may be quite different from anything you have ever experienced. Treasure the variety and try not to show frustration, which can be easily misinterpreted. This is their world—you are a guest in their country. Many citizens of other countries have experienced poor behavior from foreigners, either in person or in the media. If they are deeply religious people, they may have seen very disrespectful behaviors from some visitors and may be sensitive to these actions and angry or disappointed to witness them. They are also curious about any country where citizens have a great deal of freedom and often see the extremes of this freedom in the media and movies. We heard a presentation recently where someone was coming to the United States for the first time from the Middle East. The presenter's friend had told him to be very careful; it is very dangerous in the U.S., and everyone carries a gun. Some countries know

the U.S. by movies they see. Just remember: When you visit some places, they may be watching and making decisions based on your actions and their expectations.

We remember two men following us through the square in Beijing, China, because they wanted to practice their English. Even in English-speaking countries, the speakers' accents are often difficult for us to understand. Words that we think we know may mean something completely different to the speaker. Misunderstanding is easy. Clarification and writing things down is helpful, as is pointing to the word in the language dictionary so people can see it in both languages.

These are just a few thoughts to consider as you begin your journey.

Traveling is a wonderful and fascinating experience, one you may never forget.

Enjoy it and relish the opportunity to learn from every minute of it!

MANAGING GLOBAL LEARNING PROJECTS

TIPS FROM CAROLE WALD, ACCOUNT MANAGER, CORPORATE EDUCATION, LAKE FOREST GRADUATE SCHOOL OF MANAGEMENT

- Having a structured project management method is vital.
- Time differences require having guidelines and communication ground rules. (If you don't, you could receive "emergency" calls at 11:00 P.M. or 2:00 A.M.)
- Set up an electronic collaboration website (Wiki) for the project. Keep project plans, documents, and a "to do" list current.
- Bring attention to action items. If someone is not fulfilling his or her job, document it in writing weekly and verbally. Follow-up and attention to details carry different urgencies in different places. Be attentive to derailing tasks.
- Set rules of engagement up front. Clearly state rules in terms of "your role" and "my role."
- Schedule weekly status calls. You may need to adjust the time; for example, 7:00 A.M. or 7:00 P.M. is very common for contact with India.

(continued)

- Have a well-written agreement outlining assumptions about what your sponsor will do and pay for and what you will take care of and pay for. Define the cancellation policy clearly.
- Early on, add the country's holidays to the project calendar. Get those from the client.
- Build relationships with the main leader or sponsor. Meet in person if possible. If you cannot meet face-to-face, share photos or video conference to build a relationship. Think about ways to build the relationship and how you will be working together.
- Buy a cell phone that works where you are going and Internet connectivity arranged for the trainers who are visiting. Trainers need an easy way to communicate. Make these arrangements in advance.

Here are some tips for working with an internal training staff or manager in a different country:

- Get to know each other, and use formal communication practices. Continually ask for questions and feedback.
- Talk through misunderstandings. Show patience.
- Expectations of management may differ from country to country. Some places will expect direction from management, others will expect participation. Set clear roles and communication guidelines.
- When English is their second language, people may be hesitant to speak up and offer ideas. Those in Asian countries may not ask questions because of concern for showing respect. It will take probing and work to get feedback under those circumstances.
- When looking for feedback, send the request in writing in advance and let people respond in writing. Feedback can be consolidated so that no one feels exposed.
- Silence should not be interpreted as agreement or understanding. People will not want to embarrass themselves and may be cautious.
- Team members should learn expectations and preferences of the leader and of others on the team.

Additional details will need to be spelled out with costing a project when foreign work and travel are concerned. Discuss things like these:

- Will flights be coach class or business class?
- Who pays shipping costs (these may be significant and even overnight shipping may take five days)?
- Who will pay for the cost of copying materials? Getting materials there may be troublesome, but if the client is responsible, you won't have control over the quality or even know whether your materials will be in the classroom when you arrive. Companies' business centers will vary in reliability.
- Clearly define travel expenses. A five-star hotel may be appropriate because of safety concerns.
- Make sure of pre-arranged airport transportation where appropriate.

When choosing the right trainer for international work, look for:

- Flexibility
- Adventurousness
- Intercultural sensitivity
- Ability to develop quick rapport
- Knowledge of content and ability to contextualize content
- Knowledge of what training methods work best in a situation
- Ability to pick up on adjustments that need to be made
- Awareness of when things are not working

An additional consideration for global learning projects is how to pay contract facilitators. After research with several companies that pay contractors and conversations with contract facilitators, here are some considerations:

- Some companies pay a day rate for two travel days (one going, one returning), in addition to the training days at the destination. Others pay a half-day rate for the two travel days. (Might be a difference when the travel day is six hours versus when the travel time is twenty-three hours!)

- One company gives trainers a choice. They can have an upgraded flight to first or business class or they can be paid for the travel time. The idea is that, if you fly in the big seats, you can show up rested. If you fly in the cheap seats, you lose more time on both sides of the trip.
- Facilitators definitely receive an increase in their day rate for training internationally. The increases start at 20 percent, it was common to receive a 50 percent increase, and it goes up to a 75 percent increase in the typical day rate. (If they receive a 75 percent increase in their day rate, that covers the travel costs. One independent facilitator said that her clients have an easier time paying the increased day rate, rather than the travel rate.)
- Everyone seems to agree. Use a good hotel, arrange for reliable transportation, have an in-country contact who is attentive to helping with arrangements or problem solving. And most people fly at least business class.

For anyone who has done this, there is no argument. The facilitators are working harder and are earning their compensation.

OVERALL RECOMMENDATIONS

Watch, listen, ask, and try. Discuss topics that unite people for example: food, weather, or lodging. Politely change the topic if asked about hot issues such as politics and religion, or change the direction of the conversation back to them and ask what they would like to share with you about their perspective.

Don't expect perfection and work hard to take things in stride. Have contingency plans, develop relationships and rely on local contacts to give advice and help you through. Everyone is learning here!

Here are some helpful tips.

TIPS FROM SUSAN ONAITIS, PRESIDENT OF GLOBAL LEARNING LINK

Having traveled four continents and trained people in over seventy-five countries, I'd like to pass along a few tips to trainers who might be doing the same thing. Some of the tips may seem like "no brainers." However, when your brain is

jet-lagged you might forget them. Some have to do with pre-travel action items that will make your trip go a lot more smoothly. These tips are organized into what to do before, during, and after your training—a kind of checklist approach to help you get organized. You may even have a few of your own to add!

Before

1. Plan your trip with an extra day or two on the front end. You may think you can power through jet lag, but your body has a way of undermining the best intentions. Allow yourself time to get on the clock of the country you are visiting.
2. Fly a major airline, preferably one with many flights to your destination. That way if there is a problem, you have options.
3. Lots of people believe in melatonin as a natural way to adjust your body to your destination's clock. Many have successfully used the three-day jet-lag diet recommended in *Overcoming Jet Lag* by Dr. Charles Ehret.
4. Check to make sure your passport is valid and will be for your whole trip.
5. Determine what shots or medications you might need prior to traveling. Schedule them enough in advance of your travel that you are not suffering any side-effects while on the trip.
6. Take only enough of the local currency to buy a meal and a cab ride from the airport. It is almost always less costly to exchange money in the country you are visiting than at home. Many hotels exchange currency and don't charge the outrageous fees you find at the airports. Banks in the destination country often have the best exchange rates.
7. Pack light. You never know where and how far you might end up having to carry your luggage. Leave the steamer trunks at home.
8. Remember to pack all medications you need in their original bottles or plan to carry a copy of the prescription.
9. Check that your destination location has copy facilities. Then you can send your materials ahead and not worry about having to carry them. Remember that overseas packages might get waylaid for some reason in customs, so allow plenty of time for materials to arrive.

(continued)

10. Always carry a master copy of all your materials.
11. Check out the power and voltage situation to bring adapters so your equipment works “over there.”
12. Learn something about the culture you will be working in so you don’t do something offensive in your attire, greeting, dining, or training. A wonderful resource is the book *Kiss, Bow, or Shake Hands: The Bestselling Guide to Doing Business in More than 60 Countries* (2006) by Terri Morrison and Wayne Conaway.
13. Design your training program with the culture and language differences in mind. Not all cultures love interaction in the classroom. Don’t assume that what works at home also works abroad. Create an environment that is safe for participants, but that also accomplishes your objectives.
14. Designing the training so that you divide the class into small groups to work gives participants a chance to help each other, clear up any confusion, or ask questions in their own language. Very often the most confident English speaker in the group will ask a question that has the whole group confused.
15. As you design the program, keep in mind that if you are using an interpreter during your program it will take about one-third to one-half again as much time for the translation, and factor that into the timing of your program.
16. Use a local interpreter in the destination, if possible. He/she will know the local references, jargon, and colloquialisms.
17. Try to arrange a meeting with the interpreter prior to the training so you can get to know how he/she works best.
18. Have the materials translated by someone in the destination and keep all materials in both English and the local language. That way, if there is a question about the materials, you will know where participants are looking and to what they are referring.
19. Before you leave, plan your ground transportation upon arrival. It’s one less thing you have to worry about when you get off the airplane tired and possibly disoriented.
20. Once you arrive at your destination, try to check out the training room a day before to see whether you have everything you need.

21. Do a dry run with your equipment and your interpreter (if possible) to make certain everything works as you expect.
22. Check a day or two in advance of your training to be sure your materials have arrived and you can get your hands on them. If they haven't arrived, you still have time to make copies.

During

1. If you are teaching in English and not using an interpreter, remember to slow down your speech. Articulate clearly. Eliminate slang expressions, jokes, and colloquialisms common at home that might confuse participants.
2. If you are using an interpreter, slow down your speech so he/she can get the full meaning. Remember, English may be the interpreter's second or third language. Pause regularly to be sure he/she has caught up with you.
3. Give frequent breaks—your interpreter needs them. Translating is intense work and can be very tiring. Make sure your interpreter can stay rested and fresh or he/she may miss important points in the training.
4. Check in with your participants frequently to allow them to ask questions. This is extremely important when the audience comes from a non-English-speaking country and English is their second or third language.
5. Listen carefully. Ask the interpreter for help if you don't understand what a participant is saying.
6. Enjoy yourself and have fun. Participants will relax if they see you are relaxed and confident. Let your warmth and personality come through.
7. Have participants complete a feedback form. Ask open-ended questions to gain insight into whether the training / program met their needs.
8. Give participants an easy way to contact you if they have questions following the program.

After

1. Evaluate the training with the participants' managers. Review any areas of confusion that came out in the feedback forms.

(continued)

2. Assist managers with a follow-up plan for each participant based on what you observed in the classroom.
3. The rule of thumb on recovery from jet lag is about one day of recovery for every time zone you have crossed. So if you live in New York and have just returned from Singapore, you will probably need about thirteen days to recapture your body clock completely.

Reprinted with permission of Susan Onaitis.

<http://www.pbookshop.com>