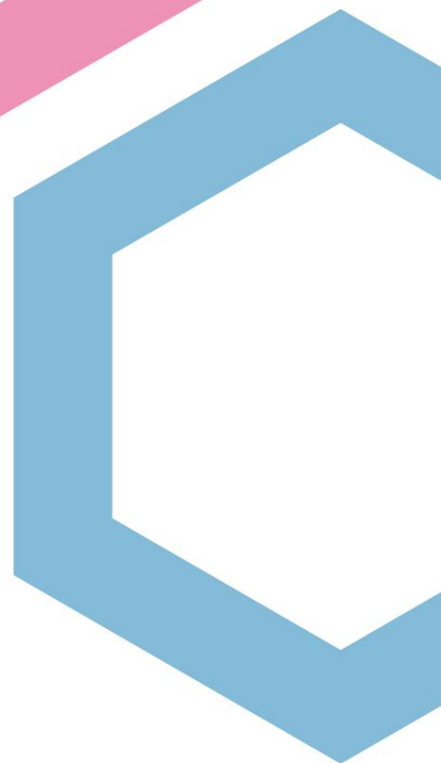
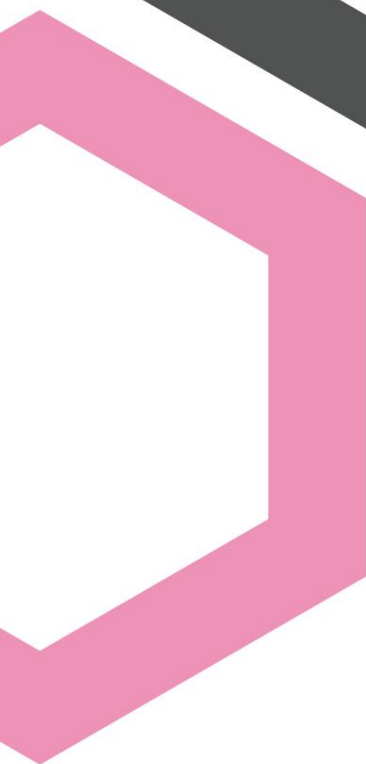




SCENARIO

DISCOVERING THE ROLE OF ETHICS
IN GREEN LEADERSHIP



Współfinansowane przez
Unię Europejską



GREEN
INDUSTRY
FOUNDATION



Module 1: Introduction to Green Leadership

Topic: "Exploring the Role of Ethics in Green Leadership"

Duration: 8 hours (depending on the size of the group and advancement, the duration of the module can be changed flexibly)

Participants: Green Leaders working in the local environment

Description: The "Exploring the Role of Ethics in Green Leadership" training explains the role of green leaders and identifies the key skills and competencies they need to be effective. Explains how green leaders can inspire and motivate others to take action and have a positive impact on the environment.

Training goal: The training aims to help participants understand what the role of a green leader is and what competencies and skills they need to be effective. Additionally, the training is designed to show participants how to inspire and motivate others to take action and have a positive impact on the environment.

Learning outcomes:

After completing the training:

- Participants will acquire skills that will enable them to communicate their goals and values related to sustainable development more effectively. This will result in greater motivation and commitment among team members.
- Green leaders will be able to engage their team more closely in environmental goals, promoting ecological values and sustainability.
- Thanks to the acquired skills, leaders will know how to inspire team members to take specific actions related to environmental protection.
- Participants will gain knowledge on how to build their position as a leader in order to fully use the potential and skills of team members.
- Leaders will understand how to more effectively promote green behaviors and attitudes among their peers employees.
- Participants will learn how to arouse passion and emotional involvement of team members in green initiatives in order to implement them more effectively and efficiently and build harmony in the team.
- Participants will be ready to take specific actions to protect the environment and sustainable negative development.

FRAMEWORK PROGRAM

Part 1: Introduction

- Welcome of the participants and introduction of the trainer.
- Presentation of the training objectives
- Getting to know the expectations of the participants
- Overview of the Agenda and training program.
- Explanation of the role of the green leader.
- Highlighting the differences between a leader and a manager.

Part 2: The role of the Green Leader

- Explaining what an ecological leadership style is.
- Describe the components of an ecological leadership style.
- Emphasizing the importance of ethical standards in a leader's behavior
- The role of transformational leadership in implementing sustainable development.
- Discussion of aspects of transformational leadership.
- Arousing ecological passion as an important aspect of a green leader's activities
- Modeling leader influence and emotional contagion
- The importance of green leaders' emotional intelligence
- Exercises summarizing the topic.

Part 3: Conclusion

- A summary by participants of the main issues and techniques discussed during training.
- Highlighting the most important conclusions and recommendations
- Evaluation of training and participants' comments.

Course of classes:

The trainer has at his disposal:

- Multimedia presentation and various types of additional substantive materials in a scenario to be used during the lecture, discussion and exercises
- A podcast that can be played to participants as an introduction or listened to during home as a form of summary
- 5 Worksheets – tasks/practical exercises

PART 1

Introduction - based on the points of the FRAMEWORK PROGRAM.

Tips.

- Welcome of the participants and introduction of the presenter. The educator starts the meeting, welcoming the participants and introducing themselves.
- Presentation of training objectives. The instructor discusses the main goals of the training.
- An exercise allowing participants to get to know each other and present their expectations regarding the training. The leader proposes an exercise aimed at getting to know each other and sharing expectations towards the training. This could be, for example, a short round of self-presentation in which participants present their name, profession, a short statement about their experience in environmental protection, and one expectation they have from the training.
- Discussion of the training agenda and program. The instructor presents a detailed training plan, specifying subsequent sections, their duration and the main issues that will be discussed. It assures participants that they will have the opportunity to ask questions and actively participate in all parts of the training.
- Clarifying the role of the green leader. The presenter highlights the key roles of a green leader. It highlights the differences between a leader and a manager. The trainer can brainstorm with the participants to encourage them to continue the training. An introductory exercise to the topic.

The leader hands out Worksheet No. 1 to the participants. Then the leader discusses the exercise, explaining what should be done.

After the exercise, participants present their solution. The exercise must be discussed, participants should present their ideas, opinions, doubts and be able to ask questions.

Tip for the trainer

Leaders do not have to be known at home or abroad. These may be local trainers, school administrators, program managers of refugee centers and so on.



Then, in connection with the exercise above and the aim of integrating the group and establishing interaction between participants, the leader asks the following questions to start the discussion:

- What does "Green Leader" mean to you? What characteristics and competencies do you think define them? this role?
- Do you have experience working as Green Leaders or in green initiatives? If yes, so what?
- Can you share examples of successful green local leaders or initiatives in your community or other regions? What made these leaders or initiatives effective?
- How do you think an eco-friendly local leader can contribute to the overall sustainability and environmental health of communities?
- How important do you think community involvement and collaboration are for an eco-local leader in achieving sustainable outcomes? Can you provide examples to support your view?
- Given the unique challenges and opportunities of your local area, what specific issues do you think a local green leader should address?
- From your perspective, how does the role of a local environmental leader intersect with other community leadership roles, such as political leaders, educators, and business leaders?
- How do you imagine the relationship between an ecological local leader and local enterprises and how can this cooperation contribute to sustainable development?
- How can a green local leader influence or shape local policy to support environmentally friendly practices and initiatives?

Research indicates that the overall role of a leader is to select, equip, train and influence people with different abilities and skills in order to inspire and direct their enthusiasm, emotions and energy towards common goals.

Organizational leaders influence a number of traditional organizational outcomes, such as:

- employee attitudes,
- employee involvement
- organizational and financial results, as well as safety and environmental performance.

It is worth pointing out here that the terms leader and manager are often used interchangeably, but they are not the same.

The tasks of leading and managing are different but complementary:

- Leaders lead people and managers manage tasks.
- Managers have subordinates - leaders have followers.

Many people are both leaders and managers.

While aspects of leadership may come naturally to some, management skills are easier to learn. Therefore, it is important to distinguish leadership skills from management skills.

Management involves, for

example: Planning, budgeting, organizing, filling positions, controlling processes and development, creating communication systems and solving problems.

Management deals with the ongoing, day-to-day complexities of an organization.

Managers must create a positive, supportive climate that encourages creative and productive work.

Leadership is about setting direction, supporting people, coping with change and providing motivation.

It includes: motivating, coaching, empowering, building relationships, creating a shared vision and communicating that vision.

Leadership involves successfully coordinating important changes as well as anticipating and creating a positive future.



Exercise.

The leader hands out Worksheet No. 2 to the participants. Then the leader discusses the exercise, explaining what should be done.

After the exercise, participants present their solution. The exercise must be discussed, participants should present their ideas, opinions, doubts and be able to ask questions.

Significant organizational improvements start with leaders who, for example, can set an example for their employees. Due to the deteriorating state of the environment, companies are making efforts to transform themselves to be environmentally friendly and encourage their teams to adopt ecological behavior. The deterioration of environmental quality now requires ecological leadership based on concern for environmental sustainability.

Employees play a key role in achieving environmental sustainability of all types of organizations. This is because workers' actions have a significant impact on the environment in a variety of ways, such as commuting to work and using air conditioning, electrical appliances, paper and other single-use materials, all of which can directly or indirectly contribute to protecting the environment. Employees spend 70% of their time at work to effectively fulfill their roles in their organizations and, consequently, initiate a number of activities that may directly or indirectly impede the sustainable development of the environment. The role of leaders is crucial.

Green leadership is based on two basic dimensions:

- green man and green
- leader.

An ecological person is a person who protects the environment and saves energy.

a green leader is a person who can attract the attention of employees, be a role model through visible actions, convey green values to employees and influence and guide their ecological behavior.

In the face of increasing environmental pressures on enterprises and the demand for a modernized development model, companies must rely on leaders at all levels to promote the implementation and effective implementation of green management practices to achieve a smooth transition to sustainability. Leaders at all levels must promote the implementation and effective implementation of green management practices to achieve a smooth transition to sustainability. The reason is that the vast majority of employees in large organizations do not have direct access to interact with management, and all the information they receive from management has been filtered through leaders at various levels. Employees only know the decisions and results made by management. They do not know the personal characteristics of the management staff. As a result, employees cannot directly perceive managerial characteristics such as environmental protection and resource conservation awareness.

- After completing the introductory part, take a short break or exercise.

PART 2

The role of a green leader

- Describe the characteristics of a green leadership style. The leader presents and describes to the participants the features of the green leadership style. The presenter emphasizes the role of ethical attitudes and behaviors of a green leader and the importance of transformational leadership features in the implementation of sustainable development.

Sustainable leadership promotes the long-term sustainability of business by attempting to balance people, profits and the needs of the planet.

In particular, the ecological leadership style includes several characteristics that are usually attributed to other (non-exclusively ecologically oriented) leadership styles, such as:

- giving priority to corporate needs rather than personal needs (servant leadership-AD);
- attention to social and ethical issues (responsible leadership);
- sharing power through participation and empowerment of employees (attributing inclusive leadership);
- inspiring, motivating and intellectually stimulating employees (transformational leadership-mation).

Servant leadership can be defined as a type of leadership that focuses on the interests and needs of employees and provides role models for empathy, altruistic behavior and compassion in order to empower and encourage people to adopt green behaviors, improve their green performance and achieve green -new organizational goals.

Responsible leadership emphasizes the network of relationships between leaders and stakeholders that occurs in social interaction processes.

Responsible leadership includes three basic elements, namely:

- 1) effectiveness,
- 2) ethics
- 3) sustainable development.

This means that leaders play an active role in managing the organization, guiding employees and helping to achieve the long-term growth of the company by focusing on social responsibility and business ethics. Responsible leadership promotes the accumulation of corporate social capital, which can directly or indirectly improve organizational performance. Because responsible leadership views the natural environment as an important stakeholder, it will uphold high standards of business ethics in environmental management and develop and implement management measures to enhance social responsibility and environmental protection.

By presenting ethical behavior and management styles, ethical leaders can set examples for their employees to follow, thus raising their ethical level and ecological awareness. Moreover, existing research has shown that ethical leadership can produce positive outcomes for individuals and organizations and promote ethical behavior among subordinates. In addition to being strict with themselves, ethical leaders also require employees to adhere to specific ethical standards. They will reward employees for ethical behavior while disciplining those who behave unethically.

A leader with high ethical standards also provides his subordinates with a sense of security, which is an extremely important factor. The leader commits to honesty, ensuring that both he and his employees will follow certain rules.

Likewise, when leaders clearly communicate their expectations, they avoid surprising others and make sure everyone is on the same page. In a safe environment, employees can relax and benefit from their brain's greater capacity for social engagement, innovation, creativity and ambition.

Neuroscience confirms this thesis. When the amygdala registers a threat to our safety, the arteries harden and thicken to withstand the increased blood flow to our limbs in preparation for the fight or flight response. In this state, we lose access to the social engagement system of the limbic brain and the executive function of the prefrontal cortex, inhibiting creativity and the pursuit of excellence. From a neuroscience perspective, making people feel safe at a deep level should be job #1 for leaders.

Inclusive green leadership, which refers to an extremely open, accessible and supportive leader who motivates and encourages employees by working closely with them to build trust and integrity and achieve environmental goals.

Giving a clear direction to work while enabling employees to organize their own time and work is an extremely important competence of a green leader.

No leader can do everything alone. Therefore, it is extremely important to divide power and rely on decision-making by people who are closest to a given task.

Research has repeatedly shown that empowered teams are more productive and proactive, provide better customer service, and demonstrate higher levels of job satisfaction and commitment to their team and organization.

Of the above management styles, research highlights the most significant roles of transformational leadership in implementing sustainable development.

It provides the fullest understanding of how leaders can encourage green behavior among employees and improve the organization's environmental performance.

This is because transformation leaders focus on changing employee and organizational behavior, including effective environmental management techniques.

Green transformational leadership is mainly manifested in motivating subordinates to achieve green goals and inspiring subordinates to achieve environmental performance above expected levels. It is behavior that inspires and supports employees in their development, providing them with a clear vision of the environmental goals that the organization wants to achieve and motivating them to acquire new knowledge and engage in the sustainable development of additional innovations.

Green transformational leadership includes four aspects:

- ecological impact,
- ecological motivation,
- ecological intellectual stimulation,
- ecological personalized care.

- 1) Green influence means that through their own words, actions and behaviors, leaders can influence employees' ecological awareness and behavior. They should not only convey the ideas of environmental protection, but also practice environmental protection activities in their everyday work and life. Leaders influence employees through their moral commitment to their subordinates and the collective good.

By manifesting idealized influence, leaders are guided by a moral commitment to an environmentally sustainable planet (collective good) and choose to do the right thing by encouraging actions that will benefit the natural environment.

In doing so, environmentally specific transformational leaders serve as role models for subordinates, who then become more willing to engage in such behaviors themselves.

- 2) Ecological motivation aims to stimulate employees' environmental awareness and responsibility, making them aware that environmental protection is not only part of corporate social responsibility, but also the responsibility of every person. Through rewards and incentives, leaders stimulate the motivation and creativity of employees, encouraging them to create innovative solutions for environmental protection and contribute to the sustainable development of the company.

Leaders with high inspirational motivation stimulate their employees to go beyond their individual needs for the collective good; through their own passion and optimism, they inspire subordinates to overcome psychological barriers and external obstacles and to go beyond what is good for them by engaging in behaviors that are beneficial to the natural environment.

- 3) Ecological intellectual stimulation requires leaders to have green thinking and ecological awareness, as well as the ability to encourage employees to change old ideas and apply new thoughts and methods to solve environmental problems.

Intellectually stimulating leaders encourage employees to think for themselves, question long-term assumptions and approach problems in innovative ways. In the context of influencing environmental sustainability, intellectually stimulated leaders encourage followers to think independently about environmental issues, question long-term assumptions about their own and their organization's environmental practices, and solve environmental problems in innovative ways.



- 4) Green, personalized care means that leaders recognize and encourage employees' contributions to protecting the environment, such as saving energy, promoting environmental protection and participating in volunteer activities, and helping employees understand environmental knowledge and skills, such as waste separation, energy saving and environmental technologies.

Leaders who demonstrate an individual approach show compassion and empathy for employee well-being and help employees develop their potential and skills. In doing so, leaders develop close relationships with their followers in which they can communicate their environmental values, model their environmental behaviors, and ask questions about environmental assumptions and priorities. In short, through environmentally focused transformational leadership, leaders use their relationships with subordinates to intentionally influence and encourage their subordinates to engage in pro-environmental behaviors in the workplace.

- Arousing passion among colleagues by a green leader. The presenter emphasizes the importance of evoking positive emotions by green leaders, which consequently leads to arousing their passion and engaging in green behaviors.

Research suggests that:

- leaders evoke emotions in followers
- transformational leadership behaviors can arouse employee passion

Harmonious passion reflects a positive emotion that remains within the individual's control and results in motivation to engage in the activity or relationship that is the target of passion.

Harmonious ecological passion is defined as a positive emotion that makes an individual want to engage in pro-ecological behavior.

First, through a moral commitment to the environment that is characteristic of idealized influence, environmentally focused transformational leaders are likely to arouse employees' passion for the environment. Similarly, articulating a vision that puts environmental sustainability first signals what is most important in the workplace and for the leader. Employees are more likely to be passionate about something that is important, for example in organizational and social terms.

Second, by encouraging employees to go beyond their own needs for the collective good and inspiring them to achieve more than they thought they could, leaders who demonstrate inspirational motivation will engage employees in a harmonious environmental passion. In particular, inspirational motivation will generate optimism about personal contributions to the organization's environmental sustainability and thus ignite employee passion.

Third, consistent with intellectual stimulation, encouraging employees to think about the environment in new and optimistic ways and to think about the impact that their own behavior may have on the environment will engage the harmonious passion of supporters of this issue.

Fourth, interpersonal behaviors based on an individual approach (e.g., care, mentoring) create an interpersonal relationship in which employees are more susceptible to leaders' influence on environmental issues.

Research shows that arousing environmental passion among employees will lead to pro-ecological behavior in the workplace for several reasons:

- 1) First, passion energizes, inspires individuals to make changes and results in motivation to engage in the activity that is the subject of passion. In the context of environmental passion, this would mean engaging in behaviors that should improve the environment.
 - 2) Secondly, positive emotions (e.g. happiness and joy) influence pro-ecological behavior in the workplace, and ecological passion is a positive emotion. When employees experience this positive emotion, they become energized, inspired to make changes to the quality of the natural environment, and are motivated to engage in pro-environmental behavior in the workplace.
- Modeling influence of leaders. The presenter describes what the modeling influence of leaders is, how it works in practice and what an important role it plays in adopting green behavior among colleagues.
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According to the social learning theory, an extremely important factor influencing the pro-ecological behavior of employees in the workplace is the so-called modeling the influence of leaders.

When employees see their leaders voluntarily engage in pro-environmental behavior, they draw conclusions about their leaders' values and the desirability of various behaviors and respond accordingly.

According to social learning theory, followers perceive leaders as models to follow in actions that will bring both professional and personal success, and the actions of these leaders influence their subordinates.

Importantly, leaders should engage in pro-environmental behavior in the workplace primarily to remain consistent with their values, rather than through any intention to influence others. In turn, employees learn that:

- such behaviors are valued, expected and rewarded; and
- how they may engage in similar behavior.

Organizational leaders are ideally suited to serve as role models because of their position, status, and power. By demonstrating a consistent pattern of pro-environmental behaviors, leaders signal to employees that such behaviors are valued and expected in the workplace. In this way, subordinates learn that engaging in such behavior will lead to the desired consequences and will therefore be motivated to engage in the same behavior themselves.

Research shows that people learn positive traits such as loyalty and teamwork by observing and interacting with positive role models. Green leadership can inspire followers to practice civic virtues in their roles and to engage in green behavior to support the cause of sustainability.

Green leaders promote observational learning about ecological beliefs and attitudes, modeling pro-environmental behavior and communicating sustainability standards and ideals to their followers. Green leaders set an example by acting pro-socially and responsibly towards the environment. Having green role models promotes green employee behavior.

Moreover, when subordinates observe their leaders passionately engaging in pro-

ecological in the workplace there is an influence called in science "emotional contagion".

Emotional contagion refers to the automatic and unconscious process by which individuals harmonize and imitate the facial expressions, vocalizations and movements of others, thereby causing a transfer of emotions between individuals.

Research shows that emotional contagion occurs between leaders and followers and this is an important leadership process. Researchers even propose that subordinates synchronize and imitate the expressions, vocalizations and movements emitted by their leaders when they passionately engage in pro-ecological behavior. This, in turn, will create emotional contagion and ultimately ignite employees' harmonious passion for the environment.

Individuals observe their workplace, remember norms - expected behavior, and begin to behave like others in the same organization, consciously or unconsciously. According to the contagion theory, the process of emotional contagion begins when a person appears in a group of people and is influenced by the emotions of other group members through their language, facial expressions, thoughts, etc.

The degree of contagion depends on the level of expression of the person exerting influence, especially when the person being influenced likes the "influencer". Thus, contagion occurs when there is cohesion between influential people and those affected by them. Internal culture, especially the leader's style, is therefore a source of behavioral and attitudinal contagion in the organization.

Leaders enjoy authority, prestige and serve as role models for employees. Leaders who consistently demonstrate environmentally friendly behavior are likely to inspire employees to emulate their actions and prioritize environmental resources within the organization.

Researchers have proposed methods by which green leaders can influence their employees to adopt more environmentally friendly behaviors.

Environmental leaders can demonstrate their commitment to sustainability, for example by implementing green practices. When employees watch their leaders implement changes, they are more likely to do the same.

Green Leaders can provide employees with resources and opportunities to learn about green practices and how they can make a difference.

Additionally, green leaders can create opportunities for employees to participate in sustainability efforts by organizing green initiatives, launching recycling programs, and encouraging employees to implement environmentally friendly practices in the workplace

Green leaders can support a work environment that promotes and values sustainability. This may involve modifying the physical workspace, creating green spaces and supporting a culture that values sustainability.



Examples of green leadership practices include:

- Energy efficiency - implementing energy-saving measures, such as using energy-saving lighting and promoting renewable energy sources.
- Water conservation - implementing water-saving measures such as low-flow showers and toilets.
- Implementing waste reduction and recycling programs and promoting environmentally friendly products that reduce waste.
- Implementing sustainable purchasing practices, such as purchasing locally produced and environmentally friendly products and reducing single-use plastics.
- Emotional intelligence of a green leader. The presenter describes what emotional intelligence is and how important it is for green leaders to have it.

Research also shows that the emotional intelligence of leaders significantly and positively influences the pro-environmental behavior of employees. This may mean that the more emotionally intelligent leaders are, the more environmentally conscious employees will behave at work; conversely, the less emotionally intelligent leaders are, the less environmentally conscious employees will behave at work.

Emotional intelligence can be defined as the ability to recognize, understand and constructively manage emotions in yourself and others in order to reduce stress and communicate effectively.

People with emotional intelligence are better able to empathize with others and cope with difficulties.

Research findings indicate that emotionally intelligent leaders in the manufacturing and service sectors will be better able to implement green practices among their employees because they already have strong emotional awareness, judgment and self-esteem embedded in their minds.

Leaders' ability to control their emotional intelligence will impact how other people perceive them. If an organization and its employees get along well, employees will contribute more to the organization. They can, for example, adopt green citizenship behavior in companies. Emotionally intelligent company leaders will impact several elements of the organization, including their ability to foster engagement, create positive working relationships with staff members, and increase employee happiness.

- Important soft skills in the work of a green leader. The presenter describes the key, not yet discussed, soft competencies that a green leader should have, i.e. the ability to strengthen the sense of connection, openness to new ideas and "nurturing growth"

Research conducted over the last few decades has shown that the most important leadership qualities revolve around soft skills and emotional intelligence.

Apart from the factors mentioned so far, what distinguishes an effective green leader?

- Strengthens the sense of connection and belonging.
- Demonstrates openness to new ideas.
- “Nurturing growth.”

Strengthening the sense of connection

Leaders who "communicate frequently and openly" and "create a sense of shared success and failure" build a strong foundation of connection.

We are a social species - we want to connect and feel a sense of belonging. From an evolutionary point of view, attachment is important because it increases our chances of survival in a world full of predators. Research suggests that feeling connected can also impact productivity and emotional well-being. For example, researchers have found that emotions in the workplace are contagious: employees feel emotionally exhausted just by watching unpleasant interactions between co-workers.

From a neuroscience perspective, creating bonds is the second most important task of a leader. Once we feel safe (a feeling registered in the reptilian brain), we also need to feel cared for (which activates the limbic brain) to unleash the full potential of our better functioning prefrontal cortex.

There are some simple ways to promote belonging among employees: Smile at people, call them by name, remember their interests and the names of family members. When talking to them, pay attention and set a clear tone so that your team members support each other. Using a chant, motto, symbol, chant or ritual that uniquely identifies your team can also reinforce this sense of connection.

Openness to new ideas

If a leader is flexible in changing opinions, open to new ideas and approaches, and ensures safety through trial and error, he or she encourages team members to learn.

Admitting you're wrong isn't easy. Once again, stress's negative impact on brain function is partly to blame - in this case, it hinders learning. Scientists have found that reduced blood flow to at-risk ^{That} brains reduces peripheral vision, supposedly to help us deal with immediate danger. For example, they observed a significant reduction in athletes' peripheral vision before competition. While tunnel vision helps athletes focus, others become closed off to new ideas and approaches. Our opinions are more inflexible, even when conflicting evidence is presented, making learning almost impossible.

To encourage employees to learn, leaders must first make sure they are open to learning (and changing course) themselves. Try to approach problem-solving discussions without a specific agenda or outcome. Reserve judgment until everyone has spoken and let them know that all ideas will be considered. There will be a greater variety of ideas.

Failure is necessary for learning, but our relentless pursuit of results can also discourage employees from taking risks. To resolve this conflict, leaders must create a culture that supports risk-taking. This provides a platform for building collective intelligence, so that employees also learn from the mistakes of others.

"Nurturing Growth"

All living organisms have an innate need to leave copies of their genes. They maximize their offspring's chances of success by nurturing and teaching them. In turn, recipients feel gratitude and loyalty. Think about the people you are most grateful to – parents, teachers, friends, mentors. Chances are they took care of you or taught you something important.

When leaders demonstrate commitment to our development, the same primal emotions are tapped. Employees are motivated to reciprocate by expressing their gratitude or loyalty by going the extra mile. While dealing with fear creates stress that impairs better brain function, the quality of work is completely different when it forces us to appreciate. If you want to inspire the best of your team, support them, support their training and promotions, and make every effort to sponsor their important projects.

Exercises summarizing the topic.

After completing the presentation and discussion on the discussed issue, the instructor moves on to a practical exercise

Each participant receives worksheet no. 3. Then the leader discusses the exercise, explaining what should be done.

After the exercise, participants present their solution.

The exercise must be discussed, participants should present their ideas, opinions, doubts and be able to ask questions. The leader should summarize the exercise appropriately.

Then, each participant receives worksheet no. 4. The leader discusses the exercise, explaining what should be done.

After the exercise, participants present their solution.

The exercise must be discussed, participants should present their ideas, opinions, doubts and be able to ask questions. The leader should summarize the exercise appropriately.

Then, each participant receives worksheet no. 5. The leader discusses the exercise, explaining what should be done.

After the exercise, participants present their solution.

The exercise must be discussed, participants should present their ideas, opinions, doubts and be able to ask questions. The leader should summarize the exercise appropriately.

The trainer's summary of the exercise is the closing element of this part of the program.
him.



PART 3

Summary and Conclusions

- Summary of the main issues and methods of communication by participants.
- Highlighting key takeaways and recommendations for fighting green leaders.
- Training evaluation and participants' comments.

At this point, the most important thing for green leaders is the summary of the workshop. The key issues discussed should be highlighted as an element that ties together all the content discussed during the training.

There is also time here for:

1. Questions for the group
2. Conclusions
3. Evaluation survey
4. Diplomas for participants