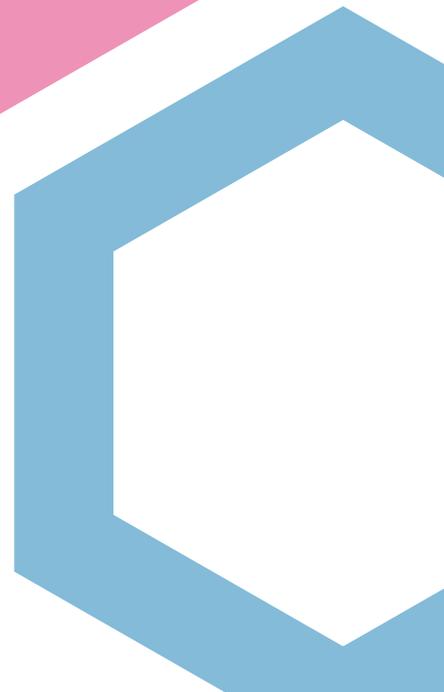
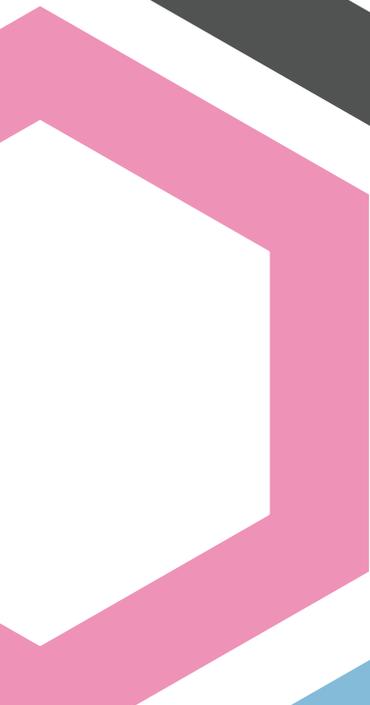




## SCENARIO

„EFFECTIVE COMMUNICATION STRATEGIES FOR GREEN LEADERS“



Co-funded by  
the European Union



GREEN  
INDUSTRY  
FOUNDATION



### **Module 3:** „Communication skills and promotion“

**Topic:** „Effective communication strategies for green leaders“

**Duration:** 8h (Depending on the size of the group and the level of advancement, the duration of the module can be varied flexibly)

**Participants:** Green Leaders working in the local environment

**Description:** The ‘Understanding the Basics of Communication’ training is specifically tailored for green leaders who aim to effectively communicate their vision of sustainability and create environmental awareness within their teams and organisations. This module focuses on the key elements of communication that are essential in the context of green leadership.

**Purpose of the training:** The aim of the training is to give participants the knowledge and skills needed to communicate effectively as a green leader. The training is designed to help participants understand what communication is all about and to learn how to use these techniques in their work as a green leader. In addition, the training is designed to present strategies and tools that will enable effective communication and increase the effectiveness of work.

#### **Learning outcomes:**

On completion of the training:

Participants will gain skills to better communicate their sustainability goals and values. This will result in greater clarity and understanding among team members.

Green leaders will be able to engage their team in environmental goals, promoting green values and sustainability.

With the communication skills acquired, participants will be more effective in resolving conflicts in a sustainable way, which can contribute to a more harmonious working environment.

Leaders will understand how to promote green initiatives more effectively, both internally and externally.

Participants will be able to communicate more effectively with different stakeholder groups, allowing them to have a greater influence in shaping environmental policies and actions.

Participants will learn how to build their image as a green leader.

Participants will be prepared to take concrete action for environmental protection and sustainable development.

# FRAMEWORK PROGRAMME

## Part 1: Introduction

- Welcoming participants and introducing the trainer
- Presentation of the training objectives
- Getting to know the expectations of participants
- Discussion of the Agenda and Training Programme
- Explanation of the importance of communication in the green leadership role
- Emphasising the key role of communication in the green leadership role.

## Part 2: Communication

- Clarification of what environmental awareness is.
- Communication skills for green leaders.
- What is active listening
- Feedback and non-verbal communication in the role of the green leader
- Who are the stakeholders, what is their role. Stakeholder map.
- How to create content that resonates with your audience
- Difficult terminology in green topics
- Exercises to conclude the topic.

## Part 3: Conclusion

- Participants' summary of the main issues and techniques discussed during the training course.
- Highlighting key findings and recommendations
- Evaluation of the training and participants' comments.

## Course of action:

- The trainer has at their disposal:
  - Multimedia presentation and various additional materials in the scenario to be used during the lecture, discussions and exercises
  - A podcast that can be played to participants as an introduction or listened to at home as a form of summary
  - 10 Worksheets - tasks/practical exercises

## PART 1

### INTRODUCTION – BASED ON THE POINTS OF THE FRAMEWORK PROGRAMME.

Tips.

Welcoming participants and introducing the trainer. The trainer opens the meeting by welcoming participants and introducing himself/herself.

Presentation of the training objectives. The trainer discusses the main objectives of the training.

Exercise to allow participants to get to know each other and to share their expectations from the training. The trainer suggests an exercise to get to know each other and to share expectations of and towards the training. For example, it could be a short self-presentation round in which participants present their name, their profession, a short statement about their experience in environmental protection and one expectation they have of the training.

Discussion of the training agenda and programme. The trainer provides a detailed agenda of the training, indicating the sections, their duration and the main issues to be covered. He/she assures participants that they will have the opportunity to ask questions and actively participate in all parts of the training.

Explanation of the importance of communication in the green leadership role. The trainer highlights the key roles of communication in the role of a green leader. The trainer can brainstorm with the participants to encourage them to take the training further.

Here are some examples of questions to ask in order to integrate the group and establish interaction between participants:

What is a "Green Leader" for you? What qualities and competencies do you think define this role?

Why do you think communication plays an important role in the work of a Green Leader?

Do you have experience of working as Green Leaders or in green initiatives? If so, what kind of?

What are your main objectives for participating in this training? What would you like to achieve or learn?

What difficulties or challenges in communicating as a Green Leader do you see in your work or activities?

The modern world presents many challenges, and one of the most important is the issue of sustainability and care for our planet. In the context of these issues, communication plays an extremely important role. To understand its importance and impact on effective action in the area of sustaina-

ble development, it is useful to start with the very definition of communication.

Communication is the process of transferring information and ideas between different actors or groups. Its essence is not only to convey content, but also to build relationships, understanding and trust between communicating parties. In the context of a green leader's activities, communication plays a particularly important role, as it is intended not only to inform, but also to convince, inspire and mobilise for environmental action.

A green leader is a person who leads or influences an organisation, group or community towards greener and more sustainable development. His or her role is to promote and implement practices that reduce the negative impact of human activities on the environment. However, in order to achieve these goals, a green leader must not only be competent in terms of ecological knowledge, but also excel in the art of effective communication.

After the introductory part, take a short break or conduct a movement activity.



## PART 2: COMMUNICATION

Explanation of what environmental awareness is. The trainer explains the definition of environmental awareness to the participants and gives its main elements. In addition, the trainer stresses the importance of educating the younger generations about ecology.

Environmental awareness, or understanding the impact of our actions on the environment, is at the heart of green leadership. It is knowledge of environmental problems, but also of solutions that can mitigate them. However, just having this knowledge is not enough. Communication skills are also needed to pass on this knowledge to others and encourage them to take action.

Today, understanding and caring about the environment is crucial for society. This global understanding aims to reduce the negative impact of human activity on our planet, striving for a more sustainable approach to our world. Environmental awareness is essential, because without it we risk jeopardising our existence and the future of the planet. One important indicator is Ecological Debt Day, which measures the ratio between the annual consumption of the Earth's resources and its capacity to regenerate. The earlier this day falls in the year, the more we push the limits of the environment. In 2022, this day fell on 28 July, which means that for the rest of the year we are using the resources of future generations. It is important that we are aware of these facts. Humans now play a key role in maintaining the balance between the natural and human worlds. Developing environmental awareness is key to promoting solutions such as the use of renewable energy sources. Pollution, environmental disasters, climate change and biodiversity loss are real problems, and environmental awareness among the public is a key tool to solve them.

In today's world, there is a crucial task of environmental education for the younger generation. Changes in the natural environment are taking place at a dizzying pace, so the formation of environmental awareness is becoming a priority. This education aims to create attitudes and values, focused mainly on environmental protection. It emphasises the importance of respecting nature, improving it and addressing threats. The focus is on learning pro-environmental habits in everyday life, which demonstrates that even the smallest personal actions to protect the environment are meaningful and important. Through this environmental attitude, the younger generations learn to manage both their own behaviour and ecosystems skilfully.

Communication skills for green leaders. The presenter emphasises the importance of clear and lucid



communication and the values associated with green leadership. This includes clearly articulating and communicating a commitment to sustainability, an ethical approach to business and concern for the environment. The presenter explains that the value of communication in green leadership can serve as a tool for motivation and coordination. He explains how different communication styles can lead to serious problems within a team.

Through effective communication, a green leader has the ability to stimulate motivation among staff, volunteers and sponsors, encouraging them to actively participate in environmental initiatives. By communicating inspirational content, the leader creates strong emotional connections between the project's main objectives, values and aspirations of the participants. Imagining a future in which green actions bring about positive change, presented in an accessible and emotive way, is able to encourage people to become active, triggering intrinsic motivation.

In today's dynamic environment, a sustainable and responsible approach to leadership is becoming a key element of effective management. In this context, green leadership, based on values of sustainability and care for the environment, takes on particular importance. However, effective communication is essential for success in this area. In the following, we will focus on communication as a key tool in the context of green leadership, demonstrating its role in motivating the team and coordinating efforts to achieve sustainability goals.

### 1. Motivation through communication

Communication plays a key role in motivating staff, volunteers and sponsors to engage in green activities. Through an inspirational message, a green leader can create an emotional connection between the goals of the project, the values and aspirations of the participants. A vision of a better future, presented in an accessible and emotional way, can spur people into action, creating intrinsic motivation.

### 2. Inspiration as a Motivational Factor

A green leader, by exemplifying personal commitment, can act as an inspiration to others. By recounting his or her own environmental experiences, challenges and achievements, he or she can trigger identification and motivation in team members. This personal relationship with the leader can build the belief that each person has the power to affect change and can achieve success in environmental action.

### 3. Coordination of Actions through Effective Communication

A green leader operates in an environment where many people with different competencies, interests and roles are involved in environmental projects. Coordinating these activities requires consistent messaging, clear guidelines and effective communication. Through communication, the leader can define goals, set priorities and understand the competencies of each team member in order to use their skills effectively.

### 4. Avoiding Disinformation and Confusion

In an environment where sustainability is a priority, effective communication eliminates the risk of misinformation and misunderstanding. Accurate communication, clear explanations of objectives and activities, and regular updates are the antidote to misinformation, which could negatively affect the commitment and motivation of participants.

### 5. Building Team Spirit

Collaboration and understanding are key in green leadership. Effective communication builds an atmosphere of trust and cooperation, which is essential for creating close-knit teams. Good interpersonal relationships and open communication help to resolve conflicts, work out compromises and work effectively towards common goals.

The most common cause of poor communication is different communication styles, which can lead to more serious problems such as unclear priorities and increasing stress levels.

Recognising your own leadership style is key to better understanding how you interact with group members throughout the project and how you are perceived. For example, if you are in an authoritarian leadership role, it is likely that you have a clear vision of how to achieve goals and bring the team together in an appropriate way. However, this approach may work for some, while others may expect more freedom of action in their tasks.

Exercises to conclude the topic. After the presentation and discussion of the topic under discussion, the trainer moves on to practical exercises.

Each participant is given three worksheets: 1, 2 and 3. The facilitator then discusses each exercise one by one, explaining what needs to be done on each card and what their objectives are.

After each exercise, participants present their solution. Each exercise must be discussed, partici-



participants should present their ideas, opinions, doubts and be able to ask questions. The trainer should summarise each exercise accordingly.

What is active listening. The trainer introduces what exactly active listening is. Explains that it is not just a process of receiving sounds, but a deep focused attention to the interlocutor, understanding their emotions and the content of what they are saying. He/she discusses the components of active listening, such as repeating and confirming understanding, asking questions, relating to the emotions of the interlocutor, maintaining eye contact and body position to show engagement.

In today's intense communication environment, the ability to focus on the dialogue and understand the deeper meaning of what is being said becomes a key element of effective communication. Within this context, the concept of active listening takes on a unique meaning. Active listening is not just a passive response to the sound of words, but a comprehensive process that involves a deep understanding of the content, empathy with the speaker and focused attention on the thoughts and emotions being communicated. Active listening requires focus and conscious engagement. The main objective of this type of listening is to understand the message, not just to receive sounds. The ability to listen effectively is something that can be developed - it requires practice to become better and more effective at it. To listen effectively, we need to really 'step into the conversation' and connect with the person who is speaking. This means that we not only pick up the words, but also try to understand the intention of the message. Stephen R. Covey points out that there are five different levels of listening:

Ignoring - we completely ignore what has been said.

Pretending to listen - we use body language and eye contact to pretend to listen even though we are not actually doing so.

Selective listening - we select only those passages that interest us, skipping the rest.

Attentive listening - we focus on what they are saying and consider the whole message..

Empathic listening - we focus on the message and carefully understand the intentions of the speaker.

Effective listening means that we at least use attentive listening, but always aim for empathetic



listening. In contrast to active listening, there is also passive listening. In this case, we simply hear sounds and words, but do not engage with what is really attempted to be communicated to us.

The first principle of active listening dictates that we focus our attention on what the other party is communicating. We often don't realise how our body posture can affect our ability to understand and truly hear what others are trying to communicate to us. Therefore, it is important that we turn towards the other person, maintaining an open body posture, avoiding crossed arms, clenched fists or crossed legs.

The second principle of active listening emphasises expressing interest through an active attitude. This means using affirmative words such as "indeed...", "I understand...", "aha...", "yes...". In addition, our facial expressions can support the expression of attention, for example by nodding or making facial expressions, which shows that we are actually listening to what the other person wants to tell us.

The third principle of active listening encourages active participation in the conversation by asking questions and showing interest. It is important to stimulate the speaker by making them want to continue the discussion. Using formulas such as "could you explain this to me...", "tell me how I should understand this...", or "it's interesting what you say..." can be very helpful. It is also worth using open-ended questions to avoid short 'yes' or 'no' answers.

The fourth principle of active listening emphasises maintaining eye contact with the speaker. When someone wants to communicate something relevant, it is advisable to maintain eye contact with them, which shows interest in the conversation. However, it is important to remember that eye contact should not be intrusive. Breaking eye contact at certain times, for example when thinking about certain issues, can look very natural.

Active listening techniques are tools to not only make a good impression on contractors, but also to understand them and be understood. Here are the most important of these techniques, presented in a different way:

Paraphrasing - This involves expressing in our own words what the other person has said to us. For example, „Did I understand correctly that...?“

Clarification - This technique involves structuring and generalising the key elements of your partner's statement. For example, „Does this mean that...?“

Precision - It consists of detailed questions for a fuller picture. For example, a question about additional information in order to understand the context.



Summary - It is the collection of the most important information and findings of the conversation. For example, „In summarising our conversation, we conclude that...“.

Encouragement - Expressing interest in the conversation through various gestures, such as nodding your head, shows the interviewer that you are actively engaged.

Appreciation - This technique is about showing the speaker that what they are saying is important to us, as well as appreciating their efforts. For example, “Thank you for sharing this situation with me”.

Reflecting feelings - Expressing the understanding of the emotions of the conversation, for example, “I understand that you are very sorry for this reason”.

Exercises to conclude the topic. After the presentation and discussion of the topic, the trainer moves on to practical exercises.

The facilitator now proceeds to Worksheet 5 and asks participants to form pairs. He then explains the exercise, explaining what they have to do in pairs and the purpose of the task.

After the exercise, participants share their observations. A summary of the exercise by the trainer is the closing element of this part of the programme.

Feedback and non-verbal communication in the role of the green leader. The trainer explains why feedback plays a key role in the self-development of any leader, especially one who leads a green initiative. Emphasise that feedback is not only a corrective tool, but also a motivating one for further improvement. Explaining how feedback can help to improve sustainability-oriented organisational strategy. The presenter highlights the important role non-verbal communication plays in building trust, understanding and influencing the organisational atmosphere. He points out that gestures, facial expressions, body posture and other non-verbal elements are as important as words in conveying a message.

In the feedback section, it is useful to start with a discussion with the group. Some examples of questions that can develop discussion and reflection in this group:

What are your experiences with receiving and giving feedback? – This question encourages participants to share their own experiences, which can help to understand different perspectives and approaches.

What do you think are the characteristics of effective feedback? – It enables participants to reflect



on the elements that make up effective feedback.

What challenges do you face when giving feedback to your teams? – It makes it possible to identify and discuss common difficulties that leaders may face.

Can you cite an example of when the feedback you received had a positive impact on your actions? – It helps to understand the value and impact of constructive feedback.

How do you deal with receiving negative feedback? – It makes one reflect on one's own reactions and ways of dealing with criticism.

What techniques do you use to make sure your feedback is clear and helpful? – It focuses on the practical aspects of giving feedback.

How do you adapt your way of communicating feedback to the different personality types in the team? – It helps to understand the importance of an individual approach to team members.

What roles does feedback play in building trust and open communication in a team? – It encourages discussion about interpersonal relationships and trust in teams.

What strategies can you employ to make the feedback process more effective and enjoyable? - It focuses on opportunities for improvement and the positive aspect of the process.

Do you have any concerns about giving feedback? How can they be overcome? – It makes it possible to discuss concerns and strategies for overcoming them.

When asking these questions, it is important to create an open and safe space where participants feel comfortable sharing their thoughts and experiences. This encourages active participation and deeper involvement in the learning process.

After the discussion, the information below can be used as a summary of the topic. The facilitator selects the most important elements depending on the discussion that has taken place and the needs of the group.

Feedback in the role of a green leader plays a key role in the sustainability process and the introduction of green practices in an organisation. A green leader is an individual or company that strives to minimise negative environmental impacts, takes action to conserve natural resources and promotes social responsibility. Feedback from stakeholders and the staff team is essential to assess the effectiveness and extent of actions taken and to continue the process of improvement.

Green leader feedback is the process of providing assessments, feedback and comments on leader's actions, behaviour and approach in the area of sustainability and green activities. It is a mechanism whereby other employees, team members or colleagues provide information to the



leader regarding the leader's behaviour in the context of green activities and its impact on the team and the organisation as a whole.

This form of feedback can cover various aspects, such as:

**Identifying Strengths:** Informing the leader of areas where he/she is succeeding and contributing to the sustainability of the organisation.

**Identifying Areas for Improvement:** Identifying areas where the leader could approach environmental themes with greater efficiency or better impact.

**Support and Motivation:** Provide support and motivation to the leader to continue environmental activities, especially if he/she shows commitment and effort.

**Development Suggestions:** Giving suggestions to the leader on possible actions, strategies or environmental initiatives that could contribute to greater impact.

### Feedback from the green leader should be:

**Constructive:** Highlight specific behaviours, avoid generalities.

**Fast:** Give feedback immediately, minimising waiting time.

**Personal:** Prefer face-to-face conversations, notice reactions and care.

**Efficient:** use techniques like "Situation-Behaviour-Impact" in short conversations.

**Public praise, private criticism:** Evaluate publicly, criticise individually.

**Precyzyjna:** Explain specific errors and suggest corrections.

**Focus on behaviours, not traits:** Avoid generalisations, talk about specific actions.

### Openly accepting feedback as a green leader requires:

**Preparation for the meeting:** Take care of the venue and topic of conversation.

**Openness to feedback:** listening attentively, without making excuses for your own behaviour.

**Presenting your point of view:** Expressing your thoughts thoughtfully and listening to the other side.

Consideration of information use: The purpose of the message is to assist development, to understand the intentions and needs of the person giving feedback.

Collaborative change planning: Action planning with the person from whom the feedback was received.

Requests for help to implement the plan: Support from a feedback person to implement changes.

Taking feedback in a valuable way is a process that requires an openness to development and the ability to work with others to effectively bring about change at both a professional and personal level.





Non-verbal communication is the exchange of information between participants in a conversation, involving elements outside the verbal message itself. Two main aspects are crucial: verbal communication, i.e. the content conveyed in words, and non-verbal communication, including body language, tone of voice, appearance, eye contact or even silence. Verbal communication accounts for about 7% of total communication. It allows for immediate correction, adapting content to the recipient's response.

Non-verbal communication (Body Language) includes body language, gestures, posture, facial expressions, tics and other non-verbal behaviour. It accounts for approximately 93% of total communication. It can convey more than words alone, being a natural extension of verbal communication.

Non-verbal communication in a green leadership role has important functions, influencing relationship building and message effectiveness.

conveying meaning (Emblems):

Substitute verbal statements, e.g. nodding as a gesture of confirmation.

Communicate instructions, greetings, consent or lack thereof.

Enrich the message in situations where the use of words is difficult.

Illustrating statements (Illustrators):

Offer a visual interpretation of the themes, e.g. hand gestures to illustrate the size of something.

Shorten the speech and can create dialogue in combination with emblems.

indicating emotions (Affect displays):

Show the emotions experienced in non-verbal communication.

They may be conscious or result from a natural reaction.

Used to regulate the impact on other participants in communication.

Non-verbal communication also works when a leader is silent, highlighting that even without words he or she is still communicating. Emblems, illustrators and affect displays are key elements in building understanding, trust and effective communication in sustainable leadership. Being able to use these elements consciously allows the green leader to better manage relationships, the team and influence positive change in the organisation.

Exercise to conclude the topic. After a discussion on the topic under discussion, the trainer moves on to a practical exercise.

1. Each participant is given worksheets to complete individually: 6 and The trainer then discusses each exercise one by one, explaining what needs to be done and what their objectives are.

Tip for the trainer for Worksheet 7:

Before the presentation begins, each participant draws a card with a description of a specific type of non-verbal gesture. The participants present their topics, trying to perform the assigned non-verbal gestures. After each presentation, the remaining group is asked to evaluate whether the non-verbal gestures were performed appropriately and whether they supported the speaker's message.

2. Below are some non-verbal gestures that can be used to complete Worksheet It is important that each person is given their own gesture to perform.

Gesture of the self-confidence: firm posture, head held high, hands on hips or crossed on chest.

Persuasive gesture: waving hands while speaking, hand gestures pointing to specific points to gain attention and convince the audience.

|  |
|--|
| Gesture of openness: Open hands, avoiding crossed arms, which expresses readiness to listen and interact.                                  |
| Gesture to reassure: Gently patting or stroking the shoulder or back to reassure or express support.                                       |
| Gesture of interest: Directing the body towards the speaker, eye contact, nodding to show involvement in the conversation.                 |
| Listening gesture: Avoiding eye violation, nodding, giving the speaker time to express their thoughts.                                     |
| Gesture of concentration: Folding the hands, supporting the head with the palm of the hand, a deep concentrated expression on the face.    |
| A gesture of understanding: Nodding of the head, slight raising of the eyebrows, opening of the eyes to express understanding or surprise. |
| A gesture of impatience: Tapping fingers, rhythmically tapping fingers on a surface, looking at a watch.                                   |
| Gesture of disapproval: Crossed arms, avoiding eye contact, slight side-to-side movement of the head.                                      |
| Gesture of enthusiasm: Broad smile, waving hands up and down, vigorous body movements.   |
| A gesture of surprise: Open eyes, lift of eyebrows, opening of mouth, expression of surprise on face.                                      |
| A gesture of shyness: Lowered head, avoiding eye contact, gentle waving of the hand or finger.   |
| A gesture of reassurance: Straight posture, slight smile, slight raised corner of mouth.   |
| A gesture of trust: Handshake with a firm and secure grip, eye contact.  |

Who are the stakeholders, what is their role. Stakeholder map. The trainer proceeds to explain who is considered a stakeholder in the context of the project. He/she indicates that stakeholders are individuals or groups who influence or are affected by the project. Explains why the role of stakeholders is important in the context of the project. The trainer points out the key impact of their involvement on the course of the project and the results achieved. He/she presents the concept of a stakeholder map as a tool for identifying, analysing and managing relationships in a project and discusses what information can be obtained by creating a stakeholder map.

When starting another stakeholder analysis topic, it is a good idea to ask the group a few questions to begin the discussion - this will increase the understanding of the topic among the participants (depending on the level of the group, you can choose questions from the following list):



Who are the main stakeholders in green local projects and what interests do they have? - This question helps participants to identify the various stakeholder groups and understand their expectations and objectives.

What challenges do you encounter when engaging stakeholders in green projects? – It allows participants to share experiences and thoughts on difficulties in communication and collaboration.

How can we effectively communicate the benefits of green local projects to different stakeholder groups? – It focuses on communication strategies tailored to different audiences.

What strategies do you use to balance different stakeholder needs and expectations? – It helps to understand how to deal with conflicts of interest and find compromises.

What methods do you find most effective for assessing the impact of green projects on stakeholders? - It focuses on assessing the impact of activities and their perception by stakeholders.

What are your experiences with building long-term relationships with stakeholders in green projects? – It makes it possible to share experiences of building trust and collaboration.

What tools and techniques do you use to monitor and manage stakeholder expectations? - it focuses on the practical aspects of relationship management.

How has the stakeholder analysis influenced the shaping or modification of your projects? – It allows to discuss the real impact of the analysis on your decisions and actions.

What are the key success factors in engaging and maintaining stakeholder interest in green projects? – It focuses on identifying the key elements for successful collaboration.

What innovative approaches have you used to increase stakeholder engagement in your projects? – It encourages to share creative solutions and ideas for better engagement.

Below is the lecture and summary discussion material on stakeholder analysis and the environment of green projects.

Project stakeholders are individuals who influence or are affected by the course of the project. Their positions in the organisational structure can range from individual contributors to senior management. However, if they are actively involved in your project, they play a key role. Even when they are not involved in the day-to-day process of working on the project, the results can affect them.

A stakeholder map is a tool that helps to identify those associated with a project and assess their influence and interest in the project. The key elements of the map are to analyse the impact that stakeholders may have on the project and to determine their level of interest in the project. With a stakeholder map, you can communicate effectively with different stakeholder groups, taking into

account their different levels of influence and interest.

Stakeholder management, on the other hand, is the process of communicating and coordinating actions with the stakeholders identified earlier. After the map, the next step is effective management of these relations. This includes providing relevant information in a timely manner, whether it is updates on tasks, regular reports on project progress or extensive programme reviews. An important aspect of stakeholder management is also the development of a communication plan that identifies communication channels, such as email, chat and the work management platform, as well as the frequency of information and responsibility for each channel.





Stakeholder analysis has numerous benefits in supporting the effective running of a project. A good understanding of stakeholder roles and expectations can greatly facilitate project planning and implementation. Guidance from internal stakeholders can contribute to effective budgeting and resource management. Awareness of the identification of external stakeholders allows the scope and objectives of the project to be precisely defined. As the work progresses, the stakeholders involved provide support, motivating the team and offering assistance, resulting in better efficiency of operations. Identifying who is connected to the project allows for fuller support and access to the resources needed. Stakeholder analysis increases the visibility of the project, especially in the eyes of key management personnel. At the same time, it helps to avoid potential obstacles that may arise in the later phases of the project. In terms of communication, stakeholder analysis makes it possible to adjust the channels and timing of information, which promotes better communication. In addition, it allows you to provide stakeholders with the right information, which contributes to keeping them engaged and interested in the project. In short, carrying out a stakeholder analysis is a key step in the effective and sustainable running of a project.

In a green leadership perspective, we can distinguish between two main categories of stakeholders in a project: internal and external. Internal stakeholders are those who are directly related to the company's activities and the project. They include all employees from subordinates to management who contribute to the project. External stakeholders, on the other hand, are individuals or groups outside the organisation who have a connection to the project. They can be clients, agencies, subcontractors, users, investors, suppliers or other external partnerships.

To use examples of external and internal stakeholders in the discussion - you can organise an exercise in two groups where participants try to write up examples of internal and external stakeholders themselves. Worksheets 8 and 9 can be used for this.

The trainer then discusses each exercise one by one, explaining what needs to be done on each card and what their objectives are.

Each group will present its proposals for joint analysis and discussion.

Below are examples to be used:

### Examples of internal stakeholders:

A project manager who oversees and coordinates work on the project.

Project team members who are directly involved in the implementation of project activities.



The project portfolio manager or programme manager, if such a structure exists, and the project sponsor, if present.

The management team, which makes strategic decisions about the project.

Other cross-functional teams within the organisation that support project implementation.

### Examples of external stakeholders:

Customers for whom the project is significant or affects their experience.

Contractors and subcontractors who provide services or products necessary for the implementation of the project.

End-users, whose needs and expectations are taken into account during project design.

Investors who can invest money or resources in the project.

Suppliers who provide materials or components for the project.

Before managing stakeholder expectations, a key step is to understand who they are. It is important to consider both those internal to the organisation and those external to the organisation. To achieve this, it is useful to ask yourself some important questions:

Who is interested in this project?

Who has the potential influence on this project?

Who has the capacity to influence the fate of this project?

Who has the opportunity to approve or reject this project?

If you need support in identifying stakeholders, it is worth considering creating a responsibility matrix or stakeholder register. Such tools will help you get a fuller picture of who they are, what makes them relevant to the project and how they can influence the project. As you move to the next stages, it is also worth considering additional questions:

Are there other internal stakeholders who have significant influence, for example, resource managers or project portfolios?

Have all key project leaders and managers been included?

Whether there are external stakeholders who may be affected by the project and whose outcomes may be influenced?



In a green leadership context, there is a strong link between stakeholder engagement and project success. To achieve a high level of engagement, it is crucial to develop a clear stakeholder map that takes into account both their level of influence and interest in the project. Such a map, often referred to as an influence-interest grid, is an excellent tool to illustrate the four main categories of stakeholders. These four stakeholder groups are:

**High influence and high interest:** This group includes those with the capacity to approve the project and its sponsors. In the case of external stakeholders, these may include key partners and customers. It is important to communicate with them regularly and to understand their expectations. During the course of the project, it is useful to consider them as key players, collaborating with us in the area of stakeholders.

**High influence and low interest:** this group includes people who have influence on the project but do not necessarily show a high interest in it. They are often partners from other departments or executives within the company. It is worth providing them with basic information about the project and asking stakeholders with high influence and interest for support in managing the relationship. Even if their interest is low, remember that our work can influence their area of work. During the project, let's provide them with updates so that they are satisfied with the project's progress.

**Low influence and high interest:** this group is made up of people who do not necessarily have influence over design decisions, but have a high interest in the project. In many cases, we will not need their approvals, especially in the early stages of a project. However, it is important to keep them informed and provide them with updates during the project phase.

**Low impact and low interest:** this group includes stakeholders of lesser importance. Depending on the scale and complexity of the project, we will inform them periodically through reports or provide them with information at the end of the project. Nevertheless, let us maintain communication with them during the project, in case they want to become more involved in it.

### **What problems a green leader may face in communicating with stakeholders?**

**Insufficient awareness and understanding:** Many stakeholders may be unaware of environmental risks or lack a full understanding of their scope and urgency, which can make communication less effective.

**Resistance to change:** People are often reluctant to accept change, especially if it involves additional costs or inconvenience. Persuading them to change their habits or practices can be difficult.

**Scepticism and distrust:** There is a group of people who are sceptical about climate science or

environmental action. Communicating with them in a way that changes their beliefs can be extremely difficult.

**Language and terminology:** the professional vocabulary and terms used in sustainability discussions can be difficult for the general public to understand, making it difficult to communicate key information.

**Conflicts of interest:** In practice, different stakeholder groups may have conflicting objectives. For example, environmental measures can affect corporate profits, which can lead to conflicts.

**Information overload:** In this era of social media and easy access to a plethora of information, important sustainability messages can easily lose their weight and relevance.

**Limited resources:** Both time and financial resources can be an obstacle to effective communication. Organising campaigns, training or other initiatives can be costly and time-consuming.

### How to create content that resonates with your audience.

To effectively reach your audience, understanding their needs and preferences is key. The first step is to gather information about the target audience, including their preferences, needs, concerns and aspirations. It is also worth creating a persona, or idealised representative of the target audience, which helps to better understand what content is likely to interest them. Another aspect is the personalisation of content, tailoring it to specific audience segments, which gives the impression that we are communicating directly with them. In this context, the use of personalised messages, names and examples related to their experience is important. Telling stories that are relatable to the audience and building a coherent narrative that connects content elements into a logical whole also increases the effectiveness of the message. Looking for areas of commonality that link the brand or content to the audience's values and avoiding overly technical language, especially if the target audience is not familiar with industry terminology, are other key elements. Encouraging interaction, creating content that inspires action, experimenting with a variety of content formats, and building a community around the brand are all elements that make communication more effective. Responding to comments and reactions, as well as using data analytics tools to gauge interest in content, allows you to adapt your strategy and content to your audience's preferences. It is important to remain flexible and ready to adapt to the changing needs and expectations of the target audience in the content creation process.

At the end of the discussion on the addressed issue, the trainer distributes worksheet 10 to the participants to be done in pairs. Each pair presents their solution, which is discussed in the plenary



session. The trainer sums up this part of the workshop.

Difficult terminology in green topics. The presenter starts by stressing the importance of clear and understandable communication in the field of ecology, environmental protection and sustainable development. First, it is worth pointing out that complex terminology can be a barrier to communicating relevant information and activating the public to take pro-environmental action. Next, the presenter stresses the importance of adapting language to different audiences. Pointing out that the use of overly technical or specialised vocabulary can discourage outsiders from engaging with green topics is a key concept. Citing examples of educational activities or social campaigns that have successfully dealt with difficult terminology can provide inspiration for further discussion.

As the field of ecology, environmental protection, and broadly defined green issues continues to evolve, we increasingly face the challenge of dealing with complex terminology. The scientific, technical terms and specialised vocabulary used in these areas can be a barrier to those outside of the sciences, making understanding and effective communication difficult. In this context, the analysis of 'Difficult terminology in green topics' becomes not only a step towards a better understanding of the key issues, but also an attempt to break down the barriers that can arise from the complexity of the language used in these areas.

Exercises to summarise the topic. After the discussion of the topic, the trainer proceeds to the stage of summarising the knowledge acquired from the workshop part by solving the worksheets containing exercises.

### 1. The trainer now moves on to work sheet

Tip for the trainer:

The trainer divides participants into smaller groups of 2-3 people to form diverse teams. Their objective is to create a special campaign on ecology. Each group is given the task of developing a unique campaign with an environmental theme. After completing the task in groups, group representatives present the results of their work. Each work is discussed together with the participants. Strengths are highlighted, but shortcomings, mistakes and deficiencies should be pointed out, so that participants have full feedback.

## PART 3: SUMMARY AND CONCLUSIONS

- Summary of main issues and participants' ways of communication.
- Podkreślenie najważniejszych wniosków i zaleceń dla zielonych liderów walczących.
- Evaluation of the training and trainees' remarks.

At this point the most important for green leaders is the summary of the conducted workshop. ne should emphasize the key issues discussed as a cohesive element binding together all the content covered in the workshop.

At this point, there is also time for:

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

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