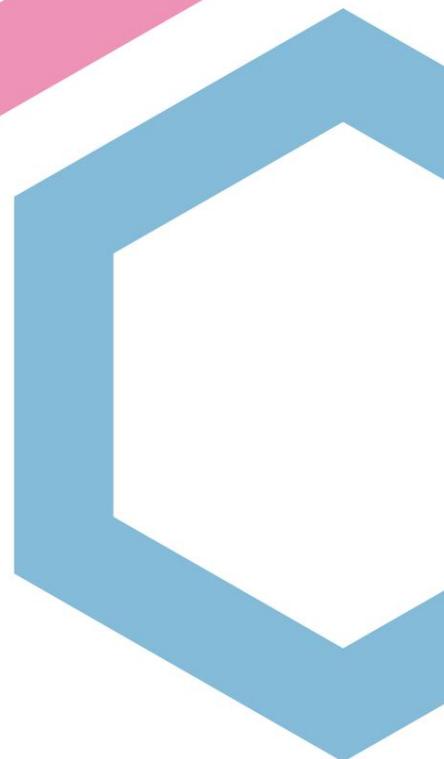
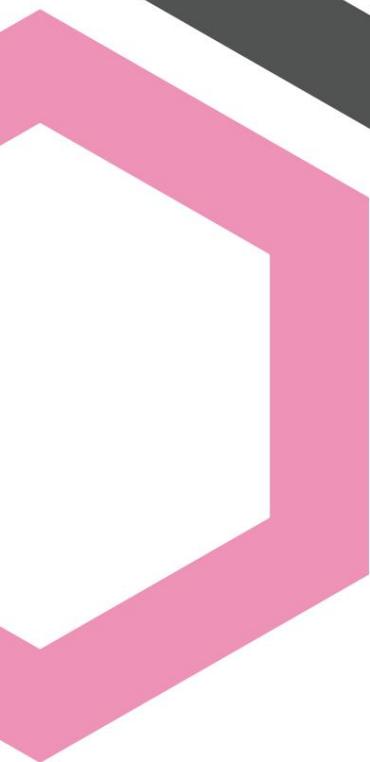




SCENARIO

DEVELOPMENT
AND IMPLEMENTING GREEN
INITIATIVES IN THE WORKPLACE



Współfinansowane przez
Unię Europejską



GREEN
INDUSTRY
FOUNDATION



Module 5: "Planning and implementing activities"

Topic: "Developing and implementing green initiatives in the workplace"

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 "Developing and implementing green initiatives in the workplace" training was prepared for green leaders who want to properly plan and effectively implement green initiatives.

Training goal: The "Developing and implementing green initiatives in the workplace" training aims to show green leaders how to effectively plan the implementation of green initiatives, including properly setting goals and tasks, their priorities, as well as planning and allocating resources necessary to implement the planned project.

Learning outcomes:

After completing the training:

- Participants will be able to properly formulate goals and tasks at the planning stage of implementing a green initiative
- Participants will acquire skills that will allow them to better plan green projects. This will result in greater effectiveness of their implementation.
- Green leaders will be able to prioritize individual goals and tasks within the framework ongoing project.
- Thanks to the acquired skills, participants will be able to independently prepare an action plan that will outline specific steps required to achieve their goals and tasks.
- Leaders will understand the importance of proper planning and allocating necessary resources to implement the project and will acquire knowledge on how to do it effectively.
- Participants will learn to properly prioritize tasks and goals within the framework complex project.
- Participants will be ready to plan specific initiatives for environmental protection and sustainable development.

FRAMEWORK PROGRAM

Part 1: Introduction

- Welcome of the participants and introduction of the presenter
- Presentation of training objectives
- Getting to know the expectations of the participants
- Discussion of the Agenda and training program

Part 2: Setting and prioritizing goals and tasks

- Explain what the goals and objectives are in planning a green initiative.
- Benefits of formulating goals and tasks.
- Proper prioritization of goals and tasks
- Setting **SMART** goals
- Giving priority to specific goals. Exercises summarizing the topic.

Part 3: Developing action plans and initiatives

- What is an action plan
- The benefits of establishing an action plan
- How to develop an action plan
- Planning and allocation of
- resources. Exercises summarizing the topic

Part 4: 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 the scenario to be used during the lecture, discussion and exercises
- A podcast that can be played to participants as an introduction or listened to at home as a summary
- 10 Worksheets – tasks/practical exercises

PART 1

Introduction - based on the points of the FRAMEWORK PROGRAM.

Tips.

- Welcoming the participants and introducing the presenter. The educator starts the meeting, welcoming participants and introducing themselves.
- Presenting the 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 agenda and training 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.

Below are sample questions that are worth asking in order to integrate the group and establish interaction between participants:

- Do you think that planning the implementation of green initiatives is important at work?
Green Leader?
- Do you have experience working as Green Leaders or in green initiatives?
If so, what?
- As part of your work on green initiatives, did you plan their implementation?
tion?
- What are your main goals for participating in this training? What would you like to achieve or learn?
- What are the difficulties or challenges associated with planning the implementation of green initiatives do you see?

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



PART 2

Setting goals and tasks and prioritizing them.

Explaining what the goals and tasks are in planning the implementation of a green initiative. The facilitator describes to the participants the differences between goals and tasks. Moreover, it indicates the benefits of determining them at the planning stage of a green initiative. It also explains how to prioritize your tasks using a dedicated tool and methodology.

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.

Setting goals and objectives is essential to being a successful leader. Researchers define a goal as the desired end result of an action that is expected to be achieved at a specific point in the future and to which all efforts and necessary resources are committed.

The term task is used to refer to a subgoal that expresses a desired short-term outcome or change that is expected to result from the results of the activities performed. Many tasks can lead to achieving the intended goal.

Taking into account the above, the following differences between goals and tasks can be identified:

Alignment and order - tasks are assigned to achieve goals. Goals are therefore a category covering tasks.

Scope - Goals are broad intentions and often cannot be measured in measurable units.

Tasks are narrower than goals and are described in terms of specific actions.

Specificity - Goals are general statements of what needs to be achieved. They do not specify the tasks that must be performed to achieve them. Tasks, on the other hand, are specific actions that are undertaken within a specific time frame.

Tangibility - goals may be intangible and unmeasurable, but tasks are defined in terms of tangible goals. For example, the goal of "providing excellent customer service" is elusive, but the goal of "reducing customer waiting time to one minute" is tangible and helps achieve the main goal.

Time frame - goals are to be achieved in the long term, while tasks are to be achieved in a shorter time. The goal is usually divided into several tasks spread over multiple time frames.

Language - The language used to describe tasks is more focused on conceptual thinking, while the language used to describe goals is more creative.

Setting clear and compelling goals provides a number of benefits:

Goals give direction to your efforts - goals are like a destination. If you don't know your destination, you don't know which direction to go.

Goals help you set priorities - when setting goals, you consider various achievements for the future

and you wonder which achievements are more important to you. Once you have a clear idea of what is more important and what is less important, prioritizing becomes easy. Then you can focus all your efforts on achieving your goals and prevent wasting time on something that is not that important.

Goals increase certainty of achievement - defining goals ensures that the set goals are achievable. Successful people usually know where they are going and how long it will take them to get there.

Goals support decision-making - when you have goals, there is no doubt about the direction you need to take. Whenever you have to choose between two courses of action, you can choose the one that will lead you to your goals. As a result, having defined goals helps in effective decision-making.

Goals motivate you to act - remembering important goals motivates you to persevere. Instead of hoping that one day you will do something, you immediately focus on your progress.

The joy of achieving your goals motivates you to continue working, regardless of the difficulties involved.



Task scheduling for a business or individual offers the following main benefits:

Tasks measure your progress - tasks help you measure your progress towards achieving a set goal. If goals are not broken down into tasks, they may seem insurmountable.

Tasks provide a sense of agency - completing a task usually creates a sense of achievement and motivates you to continue working towards achieving your ultimate goals.

Tasks confirm your confidence in the strategy - defining tasks allows you to confirm that the overall goals strategy is correctly formulated and that you can succeed.

Tasks help you make difficult decisions. If you find yourself in a difficult situation and you're not sure what to do, you can always refer to your tasks to make sure you're on the right track.

Before starting the implementation of a new initiative, you should define the goal that you want to achieve by implementing it and the list of tasks that will lead to its implementation. The way they are determined affects the extent to which the person responsible for a given project will be able to track the progress of the project and check whether it is consistent with expectations. For this reason, it is worth spending a little more time on them.

Clear tasks guide the team through individual stages of the project and help maintain the right direction in achieving the goal. According to the 10/90 rule, spending 10% of your design time on properly defining tasks can reduce the number of problems in your project by up to 90%.

Exercises summarizing the topic. After completing the presentation and discussion on the discussed issue, the instructor moves on to practical exercises.

Each participant receives worksheet no. 1. 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.

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

- Setting **SMART goals**. The instructor explains what the SMART task setting methodology is . It discusses its individual elements and then explains how to set specific, measurable, achievable, important and time-bound **SMART tasks**.

The **SMART** principle comes from management sciences, but today it has spread to many other spheres of life, going far beyond the strictly business sphere. The idea behind the **SMART** method is to formulate goals in accordance with five tips. This procedure is intended to facilitate planning and achieving goals, allowing for quick implementation, maintaining motivation throughout the entire process of achieving goals and completing the activities.

The **SMART** technique is universal, so we can successfully use it not only in professional life, but also in personal development.

There are many methods of assigning project tasks, and **SMART analysis is still one of the most effective ones**.

SMART is an acronym for five English words and a method by which you can create accurate, repeatable and achievable goals.

SMART stands for:

- Specific
- Measurable
- Achievable
- Relevant
- Time-bound

1. Specific

The first step in creating a SMART task is to define it specifically. A task is specific when every project participant understands it the same way. Failure to meet this condition may result in the failure of the entire project, because individual people involved in the project will interpret the task differently. To properly implement this process, you should consider the task in measurable terms, asking yourself the following questions: What do I

want to achieve?

Will achieving this task have a significant impact?

What actions will I need to take?

Example: "I will distribute the budget report."

2. Measurable

The task should be able to be defined in numerical (e.g. financial) values that can be objectively measured and assessed. So you can check whether and to what extent the task has been achieved. If a task cannot be measured, then unfortunately it cannot be managed. Tasks should therefore include an objective way of measuring their results. It may be a completion date, a number, a change expressed as a percentage, or another measurable indicator.

Applying SMART "Measurable" Criteria : "I will distribute a budget report that shows our department's current expenses."

3. Achievable

This aspect of the SMART strategy refers to whether your task is achievable. Do you have the resources and time needed to accomplish the task? Of course, the tasks cannot be too simple, but you also need to make sure that they are doable. This element means that tasks should not be completely abstract.

Applying SMART "Achievable" Criteria : "I will distribute a budget report that shows our department's current expenses compared to our assigned annual budget and highlight areas where we are overspending."

4. Relevant

At this stage, you need to make sure that your task is important to you and that it is in line with the purpose of the initiative.

A properly formulated task can answer "yes" to the following questions:

Does this seem profitable?

Is this the right time?

Does it align with our other efforts/needs?

Am I the right person to complete this task?

Does this apply in the current socio-economic environment?

Applying **SMART** Criteria "Important": "I will distribute a budget report that shows our department's current expenses compared to our allocated annual budget and highlight areas where we are overspending. Based on our current expenses, I will make suggestions on how to cut expenses to stay within budget."

5. Time-bound

The task should have a specific deadline. You'll want to determine whether your assignment is short-term or long-term (or a combination of both). From there, you can set a schedule to meet your deadlines and achieve your goal. Your schedule should be realistic and provide many opportunities to adjust your goal in terms of its relevance, specificity and achievability.

Applying "Time-Based" **SMART** Criteria : "Each month this year, I will distribute a budget report that will show our department's current expenses compared to our allocated annual budget and highlight areas where we are overspending. Based on our current expenses, I will make suggestions on how to cut expenses to keep us on budget."

There is also an extended version of the **SMART methodology: SMARTER**. It is especially useful when it comes to delegating tasks by a manager. The subsequent letters of the acronym have the following extensions:

E – comes from Exciting – which means exciting.

In this way, the motivational value is emphasized. The person who accepts the task and then carries it out should perceive it in this way. This is a difficult task for a manager. Requires persuasion skills and good knowledge of the competencies of your team members. Of course, you can always force the completion of a given task, e.g. through pressure, but it will not be exciting for the employee.

R – comes from Recorded – which means recorded.

We often believe more in what has been formulated and written down. Writing down a task makes it more important. Consolidating and making the task visible makes it begin to be perceived as important. This also makes an obligation for the person who undertook its implementation. She has agreed on the task and undertakes to implement it.

The **SMART** method helps in formulating specific goals in a precise, specific and unambiguous way. Thanks to this, the goal is neither too general nor too easy, and at the same time it becomes tangible and achievable. By precisely defining our goals, we increase our chances of implementation and success. The key in this case is the appropriate expression and formulation of the specific goal (task), which will be consistent with the five guidelines.

Sticking to them will not only make it easier to get to the top, i.e. achieve your goal main goal, but it will also motivate us to work and take action quickly. **SMART** methodology it also involves ongoing monitoring of progress and, above all, completing the activities and not giving up just before the finish line.

According to it, whether we actually manage to achieve something depends largely on correctly determining what we are striving for. If we fail and fail to achieve our goal, it is largely because we made a mistake at the planning stage.

Seven steps to achieving goals and objectives: 1.

Goals and objectives should be written down.

If your goals and objectives are not written down, they are not yet goals. When you write something down, you announce it to yourself and your team.

2. Tasks must be clear and specific.

Your tasks must answer the questions "Who?", "What?", "When?", "How?" and "where?". If they don't answer them, then you need to analyze them. If you can't measure your tasks, how will you know if you've made progress and how will you know when you've achieved them?

3. Set short-term tasks.

If you don't have short-term wins, you and your team may become discouraged at best and demoralized at worst and abandon your long-term goals. However, on the other hand, you may lose concentration and you will never achieve your ultimate dream.

4. Make sure long-term goals are timely and achievable.

If you want to take part in a marathon and complete it, you won't start the first day by running 40 km. Start small, but be faithful in them.

5. Include obstacles in your plans.

Don't let failure get in the way of your belief that your goals will be achieved.

Like a good weld - we are always stronger at the point of fracture. Obstacles will make you more determined or make you give up.

6. Track progress and reward the Team.

To continually achieve your goals and objectives, you need to monitor your progress. Measure your progress, not just once a month or once in a while. Reward your team and yourself for achieving short-term goals.

Don't wait until the end to organize the big party. Small victories and celebrating them keep everyone energized and focused on doing the right thing.

7. Confirm and realize that you are achieving your goals and tasks.

Realization (seeing what is not yet there) is the supernatural ability to see victory and achieve a goal before it happens.

Exercises summarizing the topic. After completing the presentation and discussion on the discussed issue, the instructor moves on to practical exercises.

The facilitator now moves on to Worksheet No. 2. The facilitator then discusses the exercise, explaining what needs to 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 facilitator now moves on to Worksheet No. 3. The facilitator then discusses the exercise, explaining what needs to 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.

- Giving priority to specific goals. The presenter explains why prioritizing your goals is important. It then describes the criteria and methods for determining their urgency.

Prioritizing **SMART** goals can bring many benefits when planning and implementing an initiative, such as:

- focusing on the most valuable tasks that contribute to achieving the goal,
- optimization of time and resources,
- improving productivity and efficiency,
- increasing motivation and satisfaction of people involved in the implementation of a given initiative.

To prioritize **SMART specific goals**, you should consider four criteria:

- urgency - refers to how quickly a task must be completed, based on deadlines, dependencies or risks,
- importance - importance refers to the degree of compliance of the task with the formulated goal initiatives
- effort - effort refers to the amount of time, resources and energy required to achieve tasks
- impact - impact refers to the value a task creates for your organization, customers or stakeholders

By assessing **SMART** specific goals against these criteria, you can rank them from high to low priority.

There are various tools and methods that can help you prioritize **SMART goals**.

One of the most common is the Eisenhower matrix, which divides tasks into four quadrants based on urgency and importance.

The quadrants

- fighting fires (urgent and important),
- productivity (important, but not urgent),
- illusions and obligations (urgent, but not important)
- wants and ideas (neither urgent nor important).

Everyone wants to be productive – especially at work. But as your to-do list grows longer and longer as the day goes on and new urgent things emerge to take care of, it becomes more and more difficult to stay productive. Whether you're missing key deadlines or trying to keep up with long-term projects, the ability to effectively prioritize can help you catch up. This is where the Eisenhower matrix comes in handy.

The Eisenhower Matrix – also called the Eisenhower Box or the Important Urgent Matrix – is a simple method for prioritizing and managing tasks. Its name comes from the surname of Dwight D. Eisenhower - army general and 34th president of the United States.

Eisenhower's incredible productivity became widely known - so much so that his approach to goal setting and time management was the subject of analysis from the beginning by many people, including Stephen Covey. In the book "7 Habits of Highly Effective People", Covey, based on Eisenhower's ideas, constructed a simple tool for setting task priorities - the Eisenhower Matrix.

The Eisenhower Matrix is essentially a strategy that puts into practice the following quote attributed to Eisenhower: "I have two kinds of problems: urgent and important. The urgent ones are not important, and the important ones are never urgent." So you need to evaluate tasks based on their urgency and importance.

Companies and individuals can use the Eisenhower matrix to plan, assign and prioritize tasks. By placing tasks in one of the four quadrants, you can determine their urgency and decide how to organize their implementation in an appropriate way:

First Quadrant: Important and urgent (tasks that need to be completed immediately) – the tasks listed here should be completed as soon as possible. These are usually last-minute requests due to unforeseen circumstances. Generally, such tasks should be completed immediately or on the same day. These include replacing a sick co-worker or an unexpected emergency, such as a supply chain disruption.

Second Quadrant: Important but not urgent (tasks to be scheduled for later) - here are long-term goals and tasks that are important but do not have a specific deadline, so they can be completed later. This category includes acquiring professional qualifications or planning long-term business goals, for example reducing the budget.

Quadrant Three: Urgent but not important (tasks that can be assigned to others) - These tasks should be completed immediately, but are not important enough to require your attention, which means they can be assigned to other team members. This category includes routine tasks or long meetings and phone calls conducted without a clear purpose.

Quadrant Four: Not important and not urgent (tasks that should be ignored) – These tasks are only distracting and should be avoided. In many cases you can simply ignore or cancel them. This applies to situations such as social gatherings or too long coffee breaks.

In other words, using the Eisenhower Matrix can help you plan tasks in terms of their importance and urgency. When you start analyzing tasks in this way, prioritizing the most important tasks and completing them on time will become much easier.

There is no universal method to distinguish urgency from importance when constructing a Priority Matrix, but it is worth considering. Often, capturing this difference in the real world is much more difficult than when constructing the abstract Eisenhower Matrix. In short: while urgent tasks are inevitable and require our immediate attention, important tasks rely heavily on planning and long-term goals. For example, receiving a call from a key customer is urgent, and keeping up with the latest research in your industry is important.

Interesting conclusions can also be reached by analyzing where the tasks in quadrant I, which are both important and urgent, come from. How did they get there?

Some of them are, of course, unforeseen accidents - something that could not be predicted in any way, but falls on our heads and requires immediate response. However, a large portion of the tasks in the first quadrant come from the second quadrant. The less time we have left before the task is due, the more urgent it is. So if we leave important but not urgent tasks without the attention they deserve, the sheer passage of time will cause them to drift towards the first quadrant.

So, by dealing with unimportant and urgent matters, we actually take time away from planning important but non-urgent things, and thus we fall into a loop of focusing even more on what requires immediate attention.

One of the main advantages of the Important Urgent Matrix is its ease of implementation. You don't have to buy expensive software or spend a lot of time creating such a matrix. Overall, with the Priority Matrix you can better manage your time and set clear priorities. This is especially useful when it comes to project implementation.

The Priority Matrix also has several disadvantages. First of all, determining the exact importance of a task is often quite difficult. This means that you may end up assigning a task to the wrong person. The quality of task performance may also deteriorate. Moreover, it is important to remember that it is not always possible to act immediately when there are other urgent tasks on the horizon.

Lack of appropriate knowledge, lack of time, regulations, bureaucracy or many important and urgent tasks

– these elements may make immediate action impossible, and the Priority Matrix will turn out to be slightly less effective in terms of decision-making and time management.

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

The facilitator now moves on to Worksheet No. 5. The facilitator then discusses the exercise, explaining what needs to 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

DEVELOPMENT OF ACTION PLANS AND INITIATIVES

- Developing action plans. The trainer describes what an action plan is and indicates the benefits of developing it. Then it explains to participants how to develop an action plan and explains how to properly plan and allocate the resources necessary to implement a green initiative

An action plan is a list of tasks or steps that must be completed to achieve your goals. An effective action plan outlines the steps that need to be taken to successfully implement the goals. Once you have gone through the goal setting process, you should create an action plan with specific tasks and time frames to achieve each goal.

Benefits of implementing an action plan:

Greater clarity - The roadmap provides a clear and concise overview of the project, including its goals, objectives, tasks and timeline. This allows everyone involved in the project to easily understand what needs to be done and when. This increased visibility and transparency can help improve communication and collaboration, and can also help identify and mitigate risks early.

Increased efficiency and productivity - An action plan can help you improve efficiency and productivity by breaking down your project into smaller, more manageable tasks. This makes it easier to track progress and identify areas where improvements can be made. Additionally, an action plan can help ensure that resources are allocated effectively and tasks are completed on time.

Reduced risk of project failure - by clearly defining the project's goals and objectives, an action plan can help reduce the risk of project failure. This is because it makes it easier to identify and mitigate risks early. Additionally, an action plan can help ensure that the project is completed on time and within budget.

Better decision-making - An action plan can help you improve your decision-making process by providing a framework for evaluating options and making informed choices. This is because the action plan clearly defines the project's goals and objectives, as well as the related tasks and schedule. This makes it easier to evaluate the impact of various decisions on the project and select the option that is most likely to produce the desired results.

Increased team morale and motivation - An action plan can help increase team morale and motivation by providing a sense of purpose and direction. This is because the action plan clearly defines the project's goals and objectives, as well as the associated tasks and timeline. This can help keep team members focused and motivated, and can also help create a sense of ownership of the project.

In summary, action plans can benefit project management in many ways. They can improve visibility and transparency, efficiency and productivity, reduce risk, improve decision-making and team morale and motivation. By taking the time to create a well-thought-out action plan, project managers can increase the chances of success for their projects.

Additional benefits of developing an action plan:

- They can help identify and track dependencies between tasks.
- They can help in the efficient allocation of resources.
- They can help track progress and identify areas where the project is falling short realized.
- They can help communicate project status to interested parties.

According to a study conducted by the Project Management Institute, there is a close relationship between planning and successful project implementation, so the more thoroughly the work is planned, the better its results will be. For this reason, mastering the art of project planning contributes to increasing project efficiency and achieving better results.

6 steps to create an action plan:

- Determine the main goal and specific goals (tasks)
- Determine actions that will lead to the implementation of individual tasks.
- Identify and allocate resources.
- Prioritize tasks.
- Set deadlines and milestones.
- Monitor and verify your action plan.

Identification and allocation of resources as part of the project implementation. The leader presents the participants with key resources necessary to implement a given project and then explains why it is worth tracking the use of resources during the project and presents ways of preparing the appropriate allocation of resources in the project at the planning stage.

One of the key aspects of creating an action plan is the appropriate identification and allocation of resources necessary to implement a given initiative.

These resources include people, equipment, facilities, information, materials and financial capital - all of which are essential if the project is to be successfully completed.

In other words, resources are what a project needs to ensure its success.

For example, if you are managing the construction of a building, your resources will include architects, skilled workers, concrete mixers, tractors, etc.

On the other hand, if you are managing a wedding, the resources will consist of chefs, event planners, sound equipment, chairs, tents, flowers, garden or hall rentals, food, etc.

The planning, allocation and scheduling of resources is known as resource management.

Project resources can be divided into:

- human resources,
- financial,
- material.

Human resources are all people involved in the implementation of the project, such as:

Project manager - the person responsible for supervising the implementation of the project and reporting progress to stakeholders.

Project team – people who work together to complete the project's deliverables.

Subject Matter Experts – any consultants or external human resources who will be involved in an important aspect of the project due to their expertise or technical skills.

Stakeholders – people or groups interested in the project results. Stakeholders can be customers, investors or partners.

Material resources are all elements crucial to the success of the project, including:

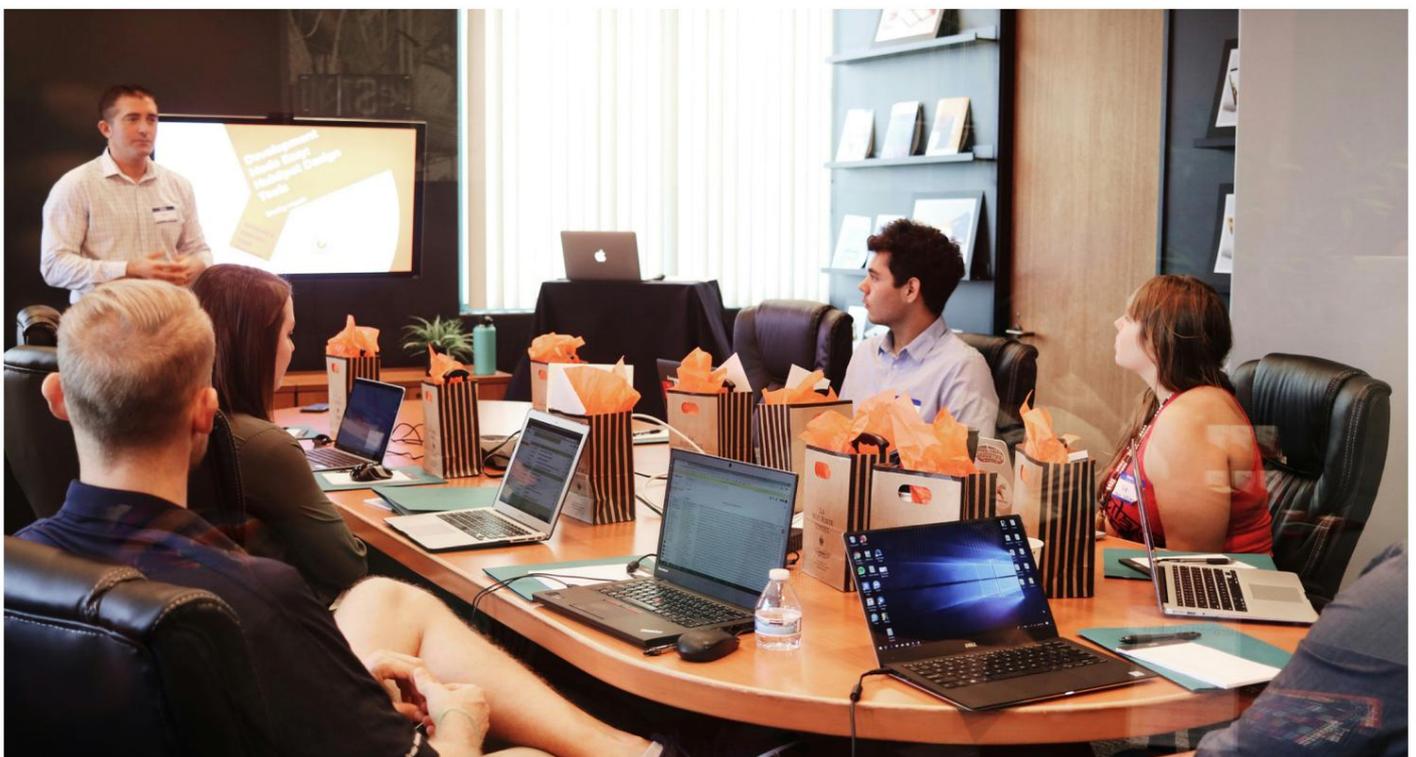
equipment – the tools or machines needed to complete the project. Examples include computers, printers or production equipment.

office space – this could be temporary space used during construction or temporary home workers while they perform their tasks.

communication tools – technologies such as telephones, faxes, e-mail accounts or wireless networks used to communicate with team members and stakeholders during the project.

Financial resources are usually identified before the project begins and are intended to cover the project costs. These are the estimated costs of implementing a given project. The budget includes labor, operating costs and material purchases.

Project resources are the key to moving the project in the right direction. With fewer resources, you have to put in a lot more effort to get results.



When managing a project, it is important to track resources for several reasons:

First, tracking project assets allows you to see when problems arise in the project and what impact they will have on the completion date. Proper resource management will help you manage resource shortages and adjust your schedule.

The second reason for tracking project resources is to identify resource imbalances in the schedule. For example, if a project has too many resources allocated to one task and too few to another task, you can reallocate those resources before it becomes a scheduling problem.

The third reason is that it allows you to keep your team members updated on their workload and meeting deadlines. When your team knows how much work they have and how intense their workload will be, they can plan accordingly and ensure they meet deadlines. Poorly planning the necessary resources can result in project stalling and delays.

One of the most common problems faced by project managers is resource allocation - that is, planning activities and the resources required by these activities, taking into account both the availability of resources and the duration of the project. Resources are needed for each activity planned in the schedule, but they are not always available at the right time.

The best way to plan a perfect project implementation is to check the availability of resources and manage them professionally. Resource availability is crucial to project implementation by mapping available resources and avoiding gaps by identifying them early.

There are several ways to prepare the proper allocation of resources in a project:

- top-down estimation
- bottom-up estimation
- analogous estimation
- parametric estimation

Top-down estimating is a method of identifying the resource requirements for an initiative based on the overall scope, duration and budget assumed for the implementation of a given initiative. It involves using historical data, expert opinions or industry benchmarks to estimate the resources needed. This method is useful when you have limited information or time to plan a given initiative. However, it may not be very accurate or detailed and may not take into account the specific features or risks associated with implementing a given initiative -

You.

Bottom-up estimating is a method of identifying the resource requirements for a program based on the individual tasks, activities and deliverables of the program. It involves dividing the program into smaller components, such as work packages, and estimating the resources needed for each component based on scope, duration and complexity. This method is useful when you have a lot of information and time to plan a program or when you want to ensure the accuracy and quality of resource estimates. However, this can be very time- and labor-intensive and may not take into account interdependencies or synergies between elements.

Analogous estimating is a method of identifying the resource requirements for a program based on the similarities and differences between the program and a predecessor or similar program. It involves comparing a program with a historical or analogous program and adjusting resource estimates based on factors that influence resource use, such as size, scope, complexity, technology, or environment. This method is useful if you have some information and experience to plan a program or if you need to use lessons learned from previous or similar programs. However, it may not be very reliable or valid and may not take into account the program's unique features or challenges.

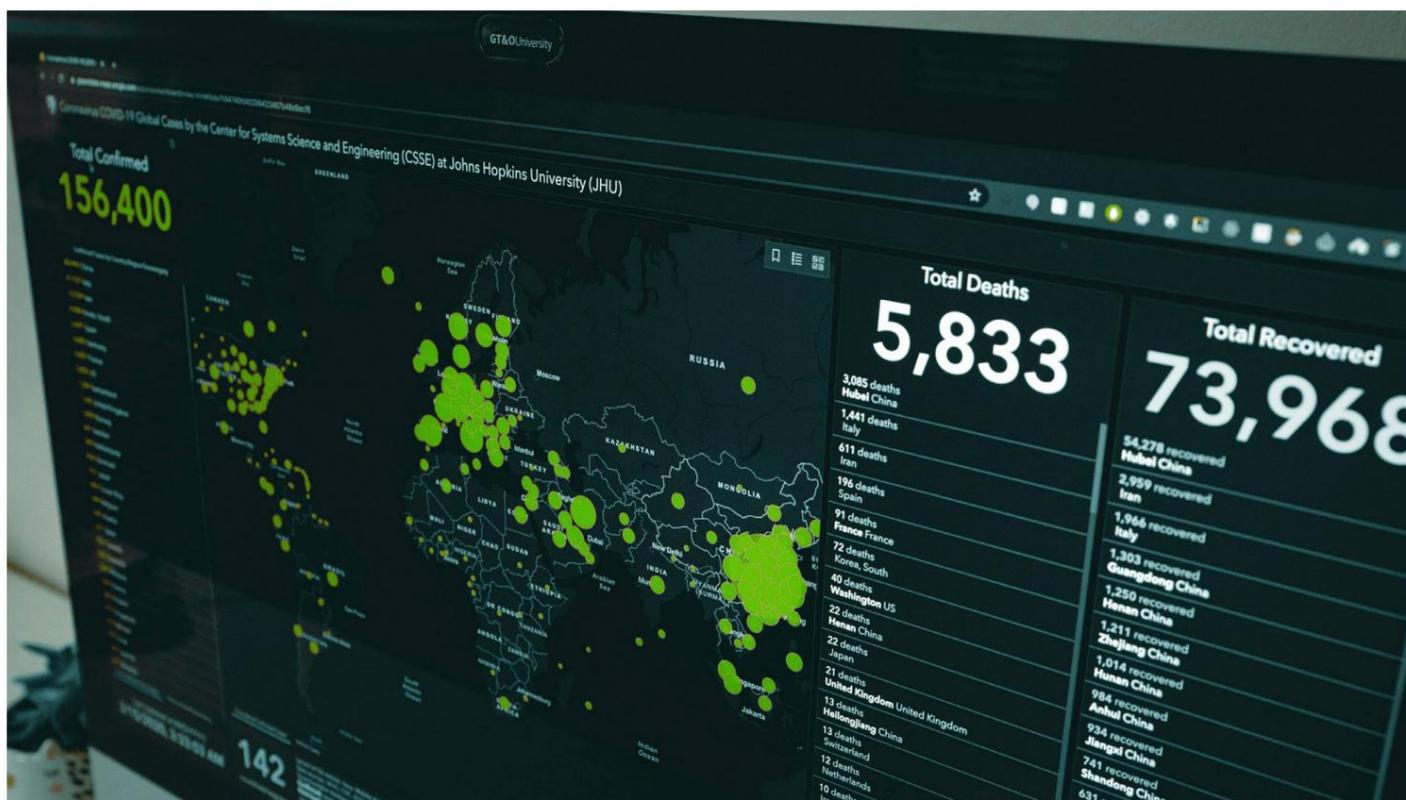
Parametric estimation is a method of identifying the resource requirements for a program based on the statistical relationship between program variables and resource consumption. It involves the use of mathematical models, formulas or algorithms to calculate resource estimates based on measurable program parameters such as scope, duration, quality or risk. This method is useful if you have reliable and quantifiable data to plan your program or if you need to optimize resource efficiency and program effectiveness. However, it may not be very flexible or adaptable and may not reflect the human or contextual factors that influence resource consumption.

Exercises summarizing the topic. After completing the presentation and discussion on the discussed issue, the instructor moves on to a practical exercise. The purpose of this exercise is to show in a simple way how to prepare an action plan.

The leader now moves to Worksheets No. 1 to 5 and asks the participants to divide into at least 3-person teams. Each team receives Work Cards from 1 to 5. Then the leader explains the exercise, explaining what they have to do in the teams and what the purpose of this task is.

After the exercise, participants share their observations.

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



PART 4

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

