

The role of a green leader and implementing green initiatives in the workplace



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Setting goals and tasks

- 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 in achieving which all efforts and necessary resources are committed
- the term task is used to refer to a subgoal that expresses a desired outcome: the short-term effect or change that is expected to result from the results of the activities performed. Many tasks can lead to achieving the intended goal.

Differences between goal and tasks:

- Alignment and order • Scope.

- Specificity.

- Tangibility.

- Time frame. •

Tongue.

Setting clear and compelling goals provides the following benefits:

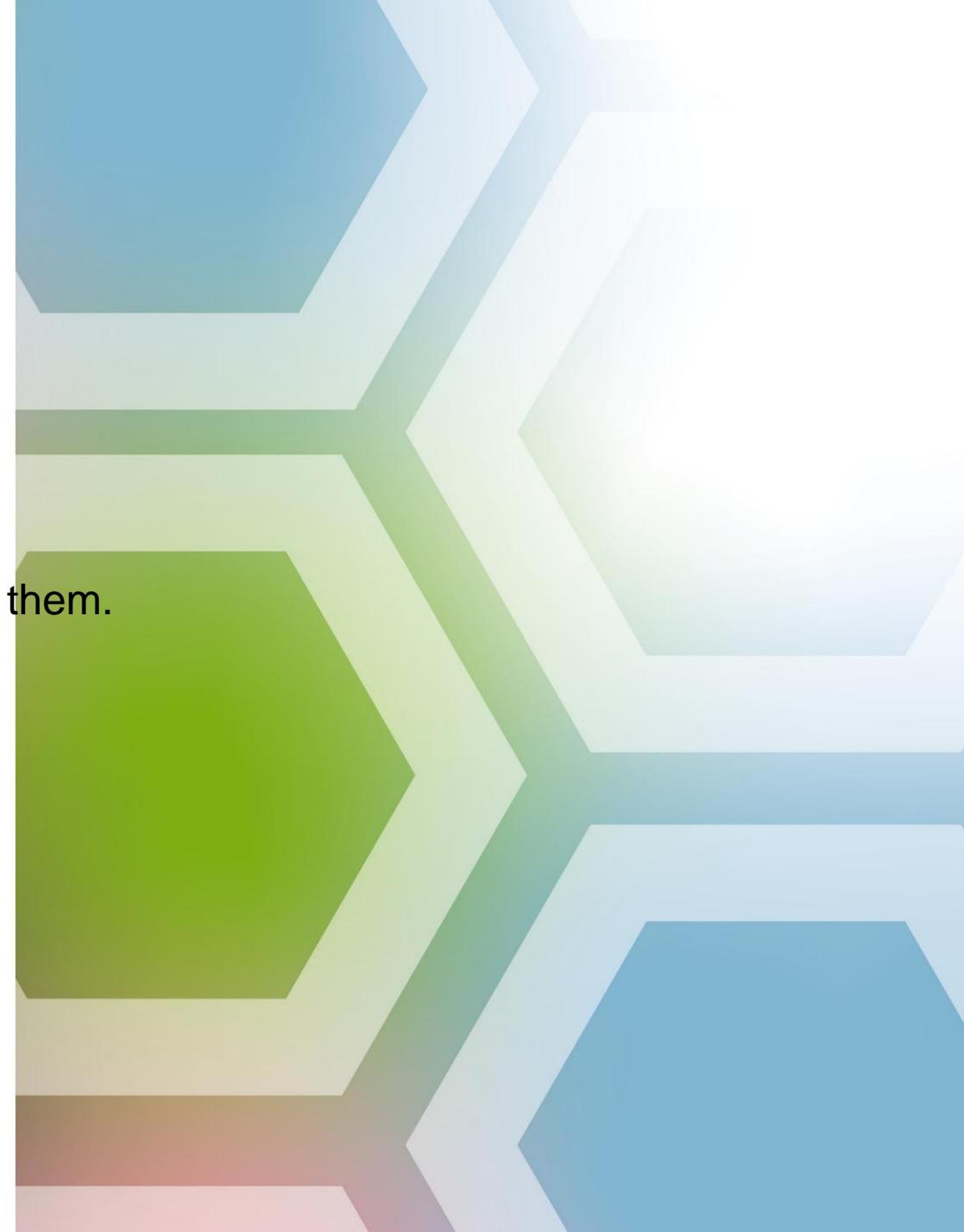
- Goals give direction to efforts
- Goals help set priorities. • Goals increase confidence in achievement.
- Goals support decision making. • Goals motivate action.

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

- Tasks measure your progress
- Tasks give you a sense of agency.
- Tasks confirm your confidence in the strategy.
- Tasks help you make difficult decisions.

Before implementing a new initiative, you should define a list of tasks and the goal you want to achieve by implementing it. 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%.



There are many known methods of assigning tasks within the project, SMART analysis is still one of the most effective.

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

SMART

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 be the cause failure of the entire venture because individual people involved in the project will be 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? •

Whether achieving this task will make a significant difference
influence?

• What actions will I need to take?



SMART

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. He may be completion date, number, percentage change or other measurable indicator.



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 the tasks should not be quite abstract.

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 it seem profitable?
- Is it the right time?
- Does it align with our other efforts/needs?
- Am I the right person to complete this task?
- Is it applicable in the current environment socio-economic?



Timed (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 timeline should be realistic and provide many opportunities to adjust your goal in terms of its suitability, specificity, and achievability.



There is also an extended version of the SMART methodology: SMARTER. It is particularly 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.

Seven steps to achieving your goals:

1. Goals should be written down.
2. Goals must be clear and specific.
3. Set short-term goals.
4. Make sure long-term goals are timely and achievable.
5. Take into account obstacles in your plans.
6. Track progress and reward the Team.
7. Confirm and realize that you are achieving your goals.

Prioritizing tasks can bring results many benefits in planning and implementing a given initiative, such as:

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



To prioritize specific objectives
SMART, four criteria should be taken into account:

- Urgency,
- Meaning,
- Effort,
- Influence.

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

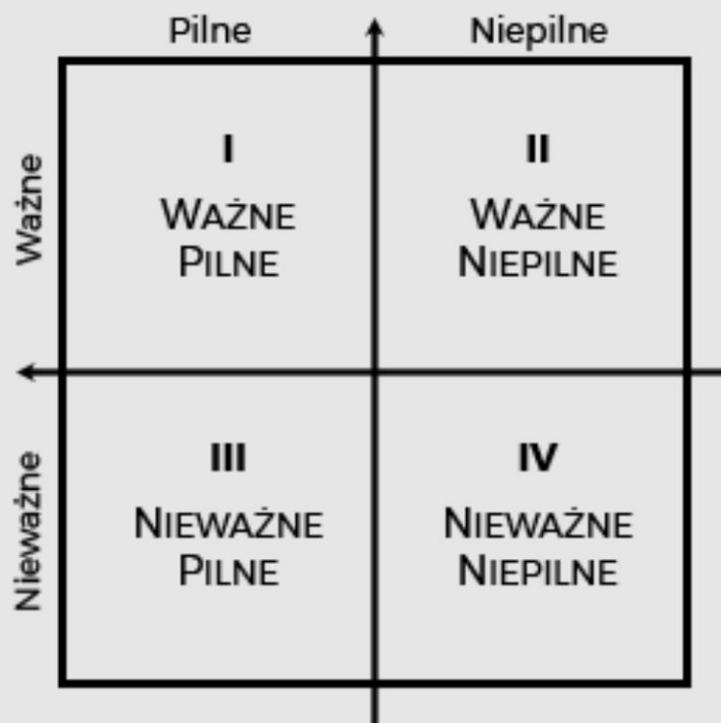
There are various tools and methods that can help you prioritize SMART goals based on four criteria.

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

The quadrants

- are: 1) extinguishing fires (urgent and important),
- 2) productivity (important, but not urgent), 3)
- illusions and obligations (urgent, but not important)
- 4) whims and ideas (neither urgent nor important).

Eisenhower matrix



Action plan

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 transparency
- Greater efficiency and productivity.
- Reduced risk of project failure. • Better decision making. • Increased team morale and motivation.

Additional benefits of developing an action plan:

- 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.
- They can help communicate project status to stakeholders parties.

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

6 steps to create an action plan:

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

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

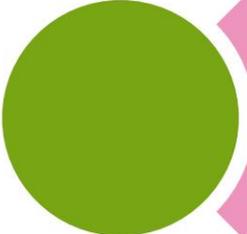
Project resources can be divided into:

- Human resources
- financial
- material

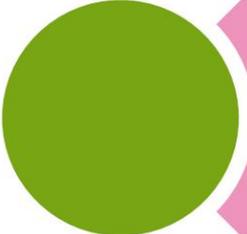
Human resources are all people involved in the implementation of the project, such as:

- Project manager.
- The project team.
- Subject matter experts.
- Stakeholders.

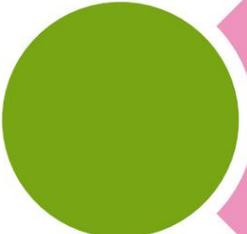
Material resources are all elements crucial to the success of the project, including:



equipment.



office space.



communication tools.

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, you should track resources for

several reasons: • Tracking project resources allows you to see when problems occur in the project and what impact they will have on the completion date. • The ability to identify resource imbalances in the schedule.

- This allows you to keep team members informed about their workload and meeting deadlines.



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. They are necessary for every activity planned in the schedule resources, but they are not always available at the right time.

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 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.



Bottom-up estimation

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 a program into smaller components, such as work packages, and estimating the resources needed for each component based on scope, duration, and complexity.



Analogous estimate

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.



Parametric estimation

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 and formulas or algorithms to calculate resource estimates based on measurable program parameters such as scope, duration, quality or risk.

The role of a green leader

Monitoring and assessing the impact of green projects and programs



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Design

A project is a unique undertaking that lasts for a specified period of time and serves to achieve a specific goal. It has a beginning and an end. A project is an action undertaken using specific expenditure to improve the situation of beneficiaries.

Project management

“Project management” is the application of skills, tools and techniques to activities design to achieve the project goal.

The goal is to maximize the return on project investment so that the project is completed on time, within budget and scope, and to achieve appropriate quality measures.

As the definition indicates, in its essence, project management is about creating a structure enabling management of the process leading to achieving the project goal.



Principles of project management

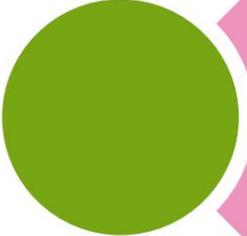
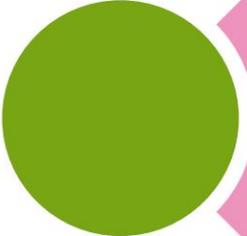
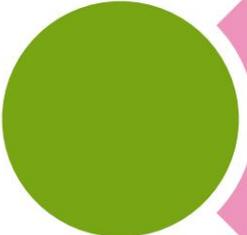
1. There must be one leader (project manager) experienced and willing to take responsibility for work.
2. There must be informed and supportive management that delegates appropriate authority project manager.
3. A team of qualified people must be appointed to carry out work on the project.
4. The purpose of the project and the priorities of the stakeholders should be clearly defined.
5. There must be an integrated plan specifying the actions required to achieve the goal.
6. There must be a schedule specifying the project's time goals.
7. There must be a budget for the costs and/or resources required for the project.

Project management tools

Project management tools are designed to help project managers quantify their results and ensure that project goals are aligned with the planned schedule.

They enable teams to collaborate effectively, accurately monitor problems, and evaluate potential risks and staying up to date with the most important updates.

Basic tools used in project management:

-  Gantt chart
-  Work breakdown structure (Work Brakedown Structure)
-  Communication management plan

Gantt chart

A Gantt chart is a visualization of the project timeline and the relationships between various work elements. It is helpful in tracking the project schedule, checking deviations from the project plan and identifying delays.



Work breakdown structure (

A work breakdown structure is a hierarchical division of a project goal into work items that can be performed. The WBS is based on a hierarchy in which the end goal is divided into steps that can be further divided into tasks or sub-tasks.

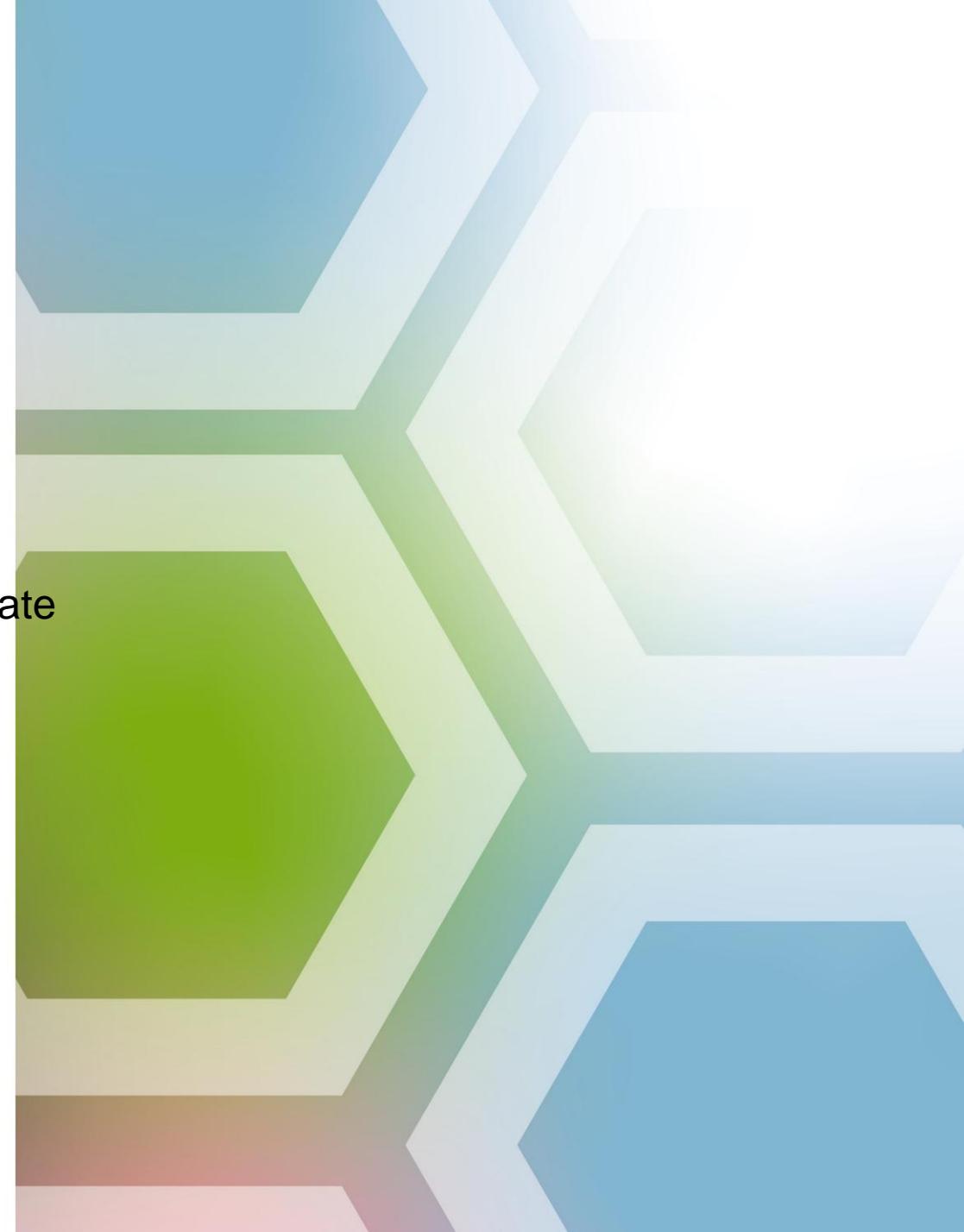
Communication management plan

The project communication plan ensures a regular, appropriate flow of information between project members, clients and other stakeholders. A communication plan will help you cope face any risks that may arise and improve cooperation between team members.



Project Schedule

A project management schedule visually represents the project lifecycle, including all its tasks, stages, and goals. It outlines the scope of the project, identifies its needs and helps team members better understand their roles. The schedule also indicates the date project completion and deadlines for individual products and milestones.



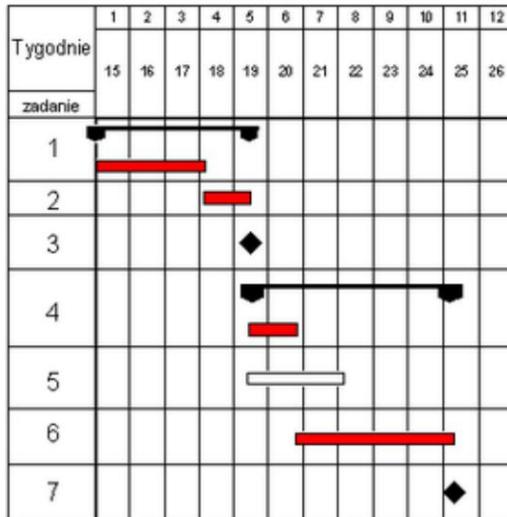
Creating a project schedule

A project management schedule can help you divide your projects into phases and better understand their scope, allowing you to see how long each phase might take.

Creating a schedule requires identifying project elements such as goals, participants, deliverables, resources, milestones, deadlines, requirements, risks, opportunities, and dependencies.

- The basic and most commonly used tool for creating a schedule is the Gantt chart. It presents a list of activities (or tasks) along with their duration in time. • A Gantt chart is a type of bar/column chart used to illustrate plans and schedules. The rows represent activities and the columns are used as a time scale. • The duration of each activity is represented by the length of the bar plotted on this time scale. The beginning of the bar is the beginning of the activity, and the end is the moment at which the activity occurs should end.
- Color-coding bars allows you to divide activities into groups. To show the percentage of completion of an activity, the bar can be partially filled, shaded differently, or used a different color to distinguish what has been done from what remains to be done.

Gantt chart – example



critical task	arbitrarily shaded rectangle	drawing 1.	an important task, indispensable to the project, the completion of which determines further proceedings; critical and non-critical tasks are connected by a summary
non-critical task	rectangle without filling	drawing 2.	a task that is less important for the project - does not determine its success, although it may facilitate the achievement of the goal
summary	a rectangle, usually filled, with "teeth" at the ends	drawing 3.	it is a marking of a certain stage of the project, which consists of tasks, usually after the summary there is a milestone , which allows you to confirm a given phase and move on
milestone	square rotated 45°, filled	drawing 4.	a specific type of task, a signal of the end of a certain phase, a one-off event, determines the transition to the next stage

How to prepare a chart correctly

Gantt

To properly prepare a Gantt chart, you need to properly define the scope of the project by creating the so-called WBS (Work Breakdown Structure), i.e. a work breakdown structure.

Steps to create a Gantt chart:

- Step 1: Create a list of tasks to be completed in the project
- Step 2: Assigning people responsible for their implementation
- Step 3: Estimate how many business days a given task will take
- Step 4: Determine what actions determine the start of a specific task
- Step 5: Determine when the first task in the project starts
- Step 6: Based on this information, complete the start and end dates for each task.

Milestones

In project management, a project milestone can be defined as a way of observing, measuring, and monitoring a project's progress and performance. Having project milestones means that the project manager or team sets out certain tasks and steps that will be necessary to complete before the project can be completed.

Milestones

- Through project milestones can be presented defined tasks within the project to interested parties, as well as communicate them a timetable for achieving them.
- Project milestones help divide the project into smaller sections so that we have a clear idea of what tasks need to be completed and by when.
- Project milestones serve as a method for defining important phases of a project. They can mark major points of progress, or they can be broken down into smaller target points.
- Milestones keep your team focused only on the task that needs to be completed to move to the next phase of the project. This helps you track the progress of your project as it moves from one stage to another.



Overcoming challenges – project risk assessment

Implementing sustainability initiatives can face a number of challenges. It is worth carrying out a risk assessment before implementing a given initiative project. It is a formal process aimed at identifying and analyzing the risks to which a project is exposed.

To do this, first of all, you need to try to identify all possible project risks. Then determine the likelihood and potential impact of each risk.



Risk analysis

There are five things to consider when analyzing risk important elements:

- risk event: related With identification of circumstances or events that may impact the design.
- risk time frames: determining when these events are most likely.
- probability: estimate the probability of an event occurring.
- impact: determining the impact of the event on the project.
- factors: identifying events that may occur before the risk occurs or which may trigger a risk event.



Types of risk

Types of risk according to its probability: •

necessary risk, •

normal risk, •

rare risk.

Types of risk due to its impact on the project: •

acceptable risk, •

unacceptable risk.

Risk management methodologies

Risk management methodologies that allow you to estimate the cost and time of a given threat and plan appropriate actions:

- Risk avoidance.
- Risk transfer.
- Mitigation.
- Risk acceptance.

Overcoming challenges – stakeholder resistance

One of the most common challenges when implementing sustainability initiatives is stakeholder resistance.

Here are effective ways to overcome stakeholder resistance to sustainability initiatives:

- Identifying stakeholders and setting priorities.
- Communicating the benefits resulting from the implementation of a given initiative
- Engaging and strengthening the participation of stakeholders in the project.
- Recognizing and rewarding stakeholders for their contributions.

Overcoming challenges – lack of funds

Another common challenge when implementing local sustainability initiatives is lack of funds. Overcoming this challenge requires a combination of strategic approach, community engagement, and creative solutions.

Here are some practical solutions to overcome your financing challenges:

- Diversification of financing sources. •

Crowdfunding

- Establish public-private partnerships.
- Seek support from local authorities.
- Create income-generating activities.
- Demonstrate return on investment (ROI).
- Build community support.
- Take a phased approach.

Monitoring

- Monitoring in design practice is an internal project management mechanism.
- Monitoring project implementation is an integral part of everyday management. •
Monitoring is the process of systematically collecting and analyzing quantitative and qualitative information on the implementation of the project in financial terms and factual.
- Systematic observation of specific indicators showing progress in project implementation, aimed at providing feedback on the compliance of the project implementation with the assumed schedule and budget

Types of monitoring

Types of monitoring:

material - involves ongoing verification of the implementation of project work - the project manager monitors whether all activities are being carried out correctly in terms of content and in accordance with the adopted time schedule.

financial - it is a systematic observation of the implementation of the project budget, i.e. verifying whether the project funds are spent in accordance with their intended purpose.



Monitoring tools

For the effective implementation of the project, especially at the stage of its launch, one of the most important tasks for the project management team is to develop the necessary monitoring tools, i.e. various types:

- forms,
- forms,
- designs,
- tables,
- sheets,

that will enable measurement of material and financial progress.

Monitoring Objectives

- measuring progress in project implementation in terms of what was planned
budget, assumptions, activities and results
- collecting data for reports
- ongoing identification of existing problems
- documents the progress of the project (e.g. indicates that the planned task has been completed)
- it is a key source of information necessary to carry out
evaluation



Monitoring Tasks

- Monitoring for reporting purposes (internal and external reports). •
- Monitoring for quality management purposes.
- Monitoring for change management. •
- Monitoring for evaluation purposes (interim and final assessment - valuation).



Evaluation Definitions

- Systematic study of project value, z using specific adopted criteria, aimed at its improvement, development or better understanding.
- Collecting, analyzing, interpreting and communicating information about the importance and value of the project, paying attention to issues important to stakeholders.
- Reporting the course and results of activities both from the positive and negative sides.
- Evaluation is the collection, analysis and interpretation of data about the meaning and value of what is being studied, paying attention to issues that are important to those involved.

Evaluation

The main elements repeated in various definitions of evaluation tell us that:

• it is an examination and assessment of the value of the project, • aims to understand, improve, develop, • is carried out from the point of view of the adopted criteria (including effectiveness, efficiency, usefulness, durability).



Evaluation goals

- examining the quality of the project and the degree of achievement of results
- continuous improvement of project effectiveness and efficiency
- supporting the decision-making process
- identification of the project's strengths and weaknesses
- objective assessment of the project at all its stages
- reporting problems
- assessment of the value of undertaken project activities,
 - determining the degree of compliance of the project implementation with the assumptions
- researching the needs
- increasing the professionalism of the services provided



Evaluation functions

We can distinguish three most important functions of

evaluation: • conclusive

• formative •

socio-political



Evaluation types:

- ex-ante evaluations – carried out just before the end of the project;
- mid-term evaluations – carried out approximately halfway through the project implementation;
- on-going evaluations – implemented during project implementation;
- ex-post evaluations – carried out after the project ends.



If evaluation is to be useful and its conclusions are to be used in practice, we need to look for information that we really need.

Much depends here on accurately asked evaluation questions and well-constructed indicators of goal achievement.

Asking evaluation questions is the moment when we decide what we want to find out thanks to evaluation, what information we will collect and which of it is more and less important to us.

In turn, by creating indicators, we decide how we will know that the program is heading in the right direction and achieving the planned goals. The selection of research methods and the shape of research tools depend on evaluation questions and indicators.

Evaluation criteria

The following evaluation criteria help in asking the right questions:

- **Relevance/adequacy** – the degree to which the adopted project goals correspond to the identified ones problems in the project area and/or real needs of beneficiaries (application: ex-ante, mid-term and on-going evaluation).
- **Effectiveness/efficiency** - assessment of the level of "economics" of the project, i.e. the ratio of expenditure incurred to the results and results obtained, where expenditure means financial resources, human resources and time spent (application: ex-ante, mid-term, on-going evaluation , ex-post).
- **Effectiveness** - assessment of the extent to which the project's objectives, defined at the programming stage, will be/have been achieved (application: ex-ante, mid-term, on-going, ex-post evaluation).
- **Utility** – the degree to which the needs of beneficiaries are met as a result of achieving results undertaken operations (application: on-going, ex-post evaluation).
- **Sustainability** - assessment of the fact whether the positive effects of the project at the objective level can last until the end of external financing and whether it is possible to maintain the impact of this project in the long term on development processes at the sector, region or country level (application: ex-post evaluation).

KPI (key performance indicators) – an abbreviation for key performance indicators, i.e. an indicator measuring the implementation of previously defined tasks.

Types of indicators used in the monitoring and evaluation process:

- Product metrics
- Result indicators
- Impact indicators

Key performance indicators (KPIs) are essential in monitoring and evaluation because they provide a measurable and objective way to evaluate project results.

Reasons why KPIs are important for monitoring and evaluation: • They

measure progress towards achieving goals and objectives;

- Identify areas requiring improvement;
- They facilitate decision-making;
- They provide accountability.



Evaluation questions can be answered by conducting social research or using information collected in monitoring. Research can be conducted independently (own research) or entrusted with its implementation by evaluators-researchers (external research).

Examples of types of research through which data is collected as part of evaluation:

- Individual interview
- Group interview/workshop
- Observation
- Survey research

