









The Sustainability Changemakers Competences Dictionary

Das Kompetenzen-Lexikon der Nachhaltigkeits-ChangemakerInnen (73-87)	
Λεξικό Ικανοτήτων Φορέων Αλλαγής Βιωσιμότητας (88-99)	
Tvarumo pokyčių kūrėjų kompetencijų žodynas (100-111)	
Dicionário de competências para changemakers de sustentabilidade (112-125)	
Slovar kompetenc nosilcev sprememb trajnostnega razvoja (126-137)	
Diccionario de competencias de los Agentes de Cambio para la Sostenibilidad (138-153)	



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AINTEK SYMVOULOI EPICHEIRISEON EFARMOGES YPSILIS TECHNOLOGIAS EKPAIDFSI

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Disclaimer:

This document is presented in multilingual format. The descriptive part is written in English, whereas the table of all competences can be found in German, Greek, Lithuanian, Portuguese, Spanish and Slovenian. Please refer to the table of content.

Dieses Dokument wird in einem mehrsprachigen Format präsentiert. Der erklärende Teil ist in Englisch verfasst, während die Tabelle aller Kompetenzen in Deutsch, Griechisch, Litauisch, Portugiesisch, Spanisch und Slowenisch zu finden ist. Bitte beachten Sie das Inhaltsverzeichnis.

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1. Introduction

The Sustainability Changemakers Competences Dictionary is a resource designed to support VET learners, VET providers, business entrepreneurs and intrapreneurs, educators, consultants, and other stakeholders working towards sustainable development at the local and national levels. In the dictionary you will find a set of core competences that are essential for sustainability change makers. Competences are aligned with UNESCO Education for Sustainable Development Framework and GreenComp.

The UNESCO's Education for Sustainable Development (ESD) framework is a comprehensive approach to education that aims to provide learners with the knowledge, skills, values and attitudes needed to build a more sustainable society. The framework encourages learners to think critically, act responsibly and engage in sustainable development practices at personal, community and global levels. By aligning the competences with the UNESCO ESD framework, the Sustainable Development Changemakers Competences Dictionary helps learners to develop competences that are relevant, up-to-date and aligned with the best practices in sustainable development education.

The GreenComp is an European framework that defines the core competences necessary for sustainable development. It aims to support the development of the green economy by promoting the skills and competences that can facilitate the transition to a sustainable society. The Sustainability Changemakers Competence Dictionary is aligned with GreenComp to ensure that the identified competences are relevant and applicable to green economy and sustainable development European initiatives.

By developing these competences, we can become more effective in creating positive change both at the professional and community level and other initiatives.

The Sustainability changemakers dictionary based on EQF description elements and EntreComp levels.



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The Sustainability changemakers dictionary was developed in accordance with the **EQF (European Qualifications Framework) description elements**. This is a common European reference framework, which makes it easier to understand, compare and recognise qualifications across different countries and systems in Europe. It also facilitates the identification of the qualification-level in other European countries. The EQF covers all types and levels of qualifications, while the learning outcomes provide a clear view of a person's knowledge, understanding and capability. In the dictionary, competences are defined by **EQF level description elements: Knowledge, Skills, Responsibility and Autonomy**.

These competences are defined in different levels using **EntreComp - Entrepreneurial Competence System**. This is a framework that defines the competences and skills that individuals need to become successful entrepreneurs. It can be used by entrepreneurs, educators, policy makers and other stakeholders.

One of the main challenges for the EQF and EntreComp is to ensure that they are effectively implemented and recognized in different contexts and countries. This requires cooperation and coordination between different stakeholders, including policy makers, educators, employers and individuals. In addition, there is a need to ensure that these frameworks are regularly updated and adapted to reflect changing needs and trends in the labour market and society.

On the other hand, the opportunities offered by the EQF and EntreComp are many. Firstly, they promote transparency and comparability of qualifications, which facilitates the movement of people between different countries and systems. They also provide a common language and framework for discussing and assessing competences and skills, which can help bridge the gap between education and the labour market. Finally, they promote lifelong learning and skills upgrading, which is essential in a rapidly changing and evolving world.





The competences covered in this dictionary:

- i) **Sustainability awareness**, valuing sustainability, supporting fairness, and promoting nature;
- ii) **Systemic thinking**, understanding, and coping with the complexity of sustainability;
- iii) **Anticipatory thinking**, envisioning sustainable futures and sustainability problem-solving Frameworks;
- iv) **Normative agency**, dealing with norms and ethics promoting sustainability;
- v) **Strategic thinking**, being open to possibilities and using creativity and experimentation to manage transitions and challenges in complex sustainability situations;
- vi) **Individual initiative**, identifying own potential for sustainability;
- vii) **Interpersonal action**, acting in multi-stakeholder networks, sustaining them through a culture of cooperation.

In sum, The Sustainability Changemakers Competences Dictionary is a pivotal tool, intricately crafted and aligned with internationally recognized frameworks like the UNESCO ESD, GreenComp, EQF, and EntreComp. By focusing on a diverse set of competences that span from personal sustainability awareness to collaborative, strategic thinking in complex sustainability scenarios, this dictionary serves as a comprehensive guide for stakeholders, educators, and learners, paving the way towards a sustainable future. Every competence outlined is vital for fostering an ecosystem where individuals and communities can thrive sustainably. By bridging the gap between theoretical knowledge and practical application, it not only amplifies the importance of sustainable development but also empowers every changemaker to integrate these competences in their professional and personal endeavors.

For all those invested in the arena of sustainable development, this dictionary is more than just a reference—it's a roadmap to transformation. As the world grapples with challenges that demand sustainable solutions, these competences will be the linchpin for initiating impactful change. Whether you're a budding entrepreneur, an educator, a policy maker, or someone simply passionate about sustainable



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development, harnessing these competences will not only enrich your approach but also solidify your contributions in creating a more equitable and sustainable world. Let this be your guide in the journey towards creating lasting positive change, one competence at a time.



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2. Sustainability Awareness COMPETENCE

2.1. Definition

Sustainability awareness encompasses an in-depth understanding of environmental challenges and the importance of sustainable practices to address them effectively. It involves demonstrating a high-level comprehension of **sustainability awareness**, environmental issues, their impacts, and the need for sustainable practices to mitigate them. It implies consistently prioritising sustainability, actively seeking opportunities to incorporate eco-friendly solutions, and advocating for responsible consumption and production methods while supporting fairness and promoting nature conservation.

2.2. Knowledge

The intermediate level of **sustainability awareness** indicates a basic thematic understanding, acknowledging environmental problems and the importance of eco-friendly practices. Progressing to the advanced level, it focuses on conserving nature by safeguarding biodiversity, restoring ecosystems, and managing resources responsibly. At the expert level, individuals heavily support conservation efforts, advocating for habitat preservation and a balanced coexistence with the environment.

Intermediate level

- Possess an understanding of sustainability, including environmental challenges and the importance of sustainable practices.

Advanced level

- Be aware of and engage in nature conservation, including preserving biodiversity, restoring ecosystems, and responsibly managing resources.

Expert level





- Recognize and actively support nature conservation initiatives, advocating for protecting habitats and fostering a sustainable relationship between humans and the environment.

2.3. Key skills

A list of the skills required to demonstrate the competence, practical and cognitive, is found below.

Intermediate level

- Practice sustainability in daily life by reducing energy, waste, and water use.
- Assess and suggest sustainable solutions in different settings, like homes, schools, and local businesses.

Advanced level

- Create and execute sustainable strategies for organisations, considering the environment, society, and the economy.
- Proficiently assess environmental impacts and devise innovative solutions for reducing them in major projects.

Expert level

- Develop and execute sustainability programs for renewable energy, waste management, and sustainability.
- Demonstrate an understanding of international environmental policies, and advocate for global sustainability.

2.4. Responsibility and autonomy

Responsibility and autonomy reflect the ability to work independently, take responsibility and make decisions.

Intermediate level



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- Assess and improve local businesses' environmental impact, promoting sustainable practices.
- Educate and engage the community in eco-friendly habits through workshops and campaigns.

Advanced level

- Develop and implement broad sustainability projects in city planning, infrastructure, and regional policies.
- Analyse product life cycles, find eco-design opportunities, and suggest sustainable alternatives.

Expert level

- Design and oversee major sustainability programs that promote change in multiple sectors.
- Influence global policy and advocate for sustainable practices using expertise in international environmental policies.

2.5. Questions

The following questions help reflect how **sustainability awareness** can be applied in practice and within a real world context.

Intermediate level

- How can sustainable practices be integrated into everyday activities and routines to reduce environmental impact?

Advanced level

- What are some innovative approaches or technologies that can be used to promote sustainability and conservation efforts in various sectors?

Expert level





- In what ways can communities and organisations collaborate to implement sustainable solutions and address environmental challenges on a larger scale?

2.6. Related competences

Sustainability awareness involves understanding and addressing the impacts of human activities on the environment, society, and economy. Its interrelation to other competences can be understood as follows.

Competence	Explanation
1. Sustainability awareness	Not applicable
2. Systemic thinking	Systemic thinking focuses on recognizing and analysing interconnectedness within complex systems. By resorting to systemic thinking, individuals can better understand the complexities of sustainability and develop effective strategies. Together, these competences enable a holistic approach to addressing sustainability challenges.
3. Anticipatory thinking	Anticipatory thinking focuses on proactively identifying and addressing future challenges and opportunities. By integrating these competences, individuals can anticipate and mitigate potential sustainability risks, fostering a more sustainable and resilient future.
4. Normative agency	Sustainability awareness and normative agency are closely intertwined as normative agency encompasses the ability to critically evaluate and shape societal norms and values. By combining these competences, individuals can not only comprehend the urgency of sustainable practices but also actively influence and promote positive change towards more sustainable norms and behaviours in society.





5. Strategic thinking	Strategic Thinking focuses on analysing and developing long-term plans to achieve specific goals. However, sustainability awareness is contemporary perception whereas Strategic Thinking implies a forward-thinking approach to addressing environmental and social challenges.
6. Individual initiative	Individual Initiative encompasses taking proactive steps and personal responsibility towards sustainability goals. By combining these competences, individuals can translate their awareness into concrete actions, making sustainable choices in their daily lives and inspiring others to do the same, thereby driving positive change at the individual level for a more sustainable future.
7. Interpersonal action	Interpersonal Action, on the other hand, focuses on collaborating and engaging with others to create positive change. By integrating these competences, individuals can effectively communicate and inspire others, fostering collective action towards sustainability goals and promoting a culture of environmental and social responsibility.

2.7. Application

Sustainability awareness is relevant in the field of Environmental Science and Ecology, as these professionals research the environment and work on finding solutions for environmental challenges. Another domain of relevance could be the Sustainable Business Managers, who are responsible for integrating sustainability practices into business operations, ensuring responsible resource management and social/environmental considerations. At a meta level, **sustainability awareness** is important for Urban Planners in their projects to design and develop sustainable cities, incorporating green infrastructure and promoting sustainable transportation and energy systems.

Furthermore, sustainability awareness is crucial for professionals in the Agriculture and Food industry. Here, experts are emphasizing sustainable farming practices, soil





conservation, and sustainable food production, ensuring that we can feed the global population without degrading our planet's resources. In the field of Architecture and Construction, architects and builders are increasingly incorporating sustainable design principles, using eco-friendly materials and implementing energy-saving solutions, all of which necessitate a keen awareness of sustainability.

Healthcare professionals, too, are recognizing the importance of sustainability awareness, especially when considering the environmental impact of medical supplies, waste management, and the broader context of public health in relation to a clean environment. Additionally, in the world of Education, teachers and curriculum developers are now infusing sustainability concepts into study programs, preparing the next generation to be mindful stewards of our planet. Lastly, policymakers and legislators, entrusted with shaping the future direction of nations, greatly benefit from sustainability awareness, ensuring that laws and regulations foster a harmonious balance between development and the well-being of the environment and its inhabitants.

Overall, sustainability awareness is not merely a concept confined to a few domains; it's a universal principle that resonates across various sectors, reinforcing the interconnectedness of our actions and the world we inhabit.



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3. Systemic thinking **COMPETENCE**

3.1. Definition

Systemic thinking competence refers to the capacity to comprehend and address the sustainability tasks by analysing and grasping the interconnectedness of societal, economic, and environmental systems. It involves discerning the interdependencies and feedback loops within complex systems and employing this understanding to devise comprehensive and sustainable solutions.

3.2. Knowledge

Knowledge is essential for sustainability competences, as these cover a wide range of expertise in different areas. As skills develop, there is a gain of knowledge at various levels. In the intermediate stage, the focus is on understanding the basic principles and connections within sustainability. The advanced level goes deeper into complex systems, trends, and data analysis. Finally, at the expert level, there is extensive knowledge to evaluate research and tackle complex sustainability challenges. Below, there is further explanation of the different knowledge levels in the **systemic thinking** competence in each EntreComp level.

Intermediate level

- A solid grasp of the fundamental principles and concepts of systems thinking within the realm of sustainability.
- An understanding of the interrelationships that exist among social, economic, and environmental systems.
- Awareness of the potential consequences resulting from interventions in complex systems.

Advanced level

- Profound comprehension of the principles and theories underpinning systems thinking.





- In-depth knowledge of intricate adaptive systems, encompassing system dynamics and resilience.
- Proficiency in the analysis and interpretation of data pertaining to system dynamics, as well as the ability to identify patterns and trends.
- A comprehensive understanding of sustainability and its relevance to systemic thinking.

Expert level

- Full comprehension of advanced theories and models of systems thinking, including nonlinear dynamics and chaos theory.
- Extensive knowledge of complex adaptive systems, incorporating intricate network analysis and emergence.
- The ability to apply advanced quantitative and qualitative methodologies to analyse complex systems and sustainability challenges.
- Competence in critically evaluating and integrating interdisciplinary research on complex systems and sustainability.

3.3. Key skills

Skills are crucial to addressing the complexities of sustainability challenges. By developing different skills, individuals can effectively analyse and navigate intricate systems to drive positive change and promote sustainable practices. The table below presents the different skills needed in the **systemic thinking** competence in each EntreComp level.

Intermediate level

- Recognize how different parts of a system are related to each other. See how changes in one component affect other parts of the system - understanding connections.
- Identify the reasons behind certain outcomes in a system. Understand how one action or event can cause effects in other parts of the system - figuring out why things happen.





- Notice repeating behaviours or trends in how systems work. Understand how these patterns can impact the overall functioning of a system - recognizing patterns.

Advanced level

- Use advanced techniques to make models that simulate the behaviour of complex systems. Study how the system behaves in different situations and explore how different actions can influence it - creating models.
- Estimate how a system might change over time by looking at how its different parts interact. Understand how these changes can affect the system's long-term sustainability - predicting changes.
- Discover areas in a system where small actions can lead to big changes. Understand how feedback loops work and find opportunities to make a positive impact - Finding leverage points.

Expert level

- Guide others in adopting a systemic thinking approach. Encourage teamwork, creativity, and considering different perspectives to solve complex sustainability problems - leading systemic change.
- Think about the bigger picture and long-term effects when making choices that affect a system. Consider different factors, people involved, and trade-offs to make wise and sustainable decisions - making holistic decisions.
- Strengthen a system's ability to handle challenges and bounce back from difficulties. Find ways to make the system more adaptable and able to recover from unexpected events - building system resilience.

3.4. Responsibility and autonomy

Responsibility and autonomy are key components of sustainability competences, particularly in the context of **systemic thinking**. In the intermediate level, individuals learn to work under guidance while applying **systemic thinking** principles for complex sustainability challenges, while at the advanced level, they demonstrate the capability to work independently. On the expert level, individuals show a high level of autonomy, taking on leadership roles, advancing **systemic thinking**, and effectively



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communicating its significance to stakeholders. The responsibilities and autonomy expected from different EntreComp levels are presented below.

Intermediate level

- The ability to work under supervision and guidance while employing systemic thinking principles and tools.
- Taking responsibility for seeking guidance when confronted with complex sustainability challenges.
- Critical reflecting autonomously on personal biases and assumptions that may impact systemic thinking processes.

Advanced level

- The capability to work independently in analysing complex problems and proposing inventive and sustainable solutions.
- A sense of responsibility when considering the long-term implications and consequences of decisions and actions within the sustainability context.
- Autonomy in identifying and prioritising sustainability issues that necessitate a systemic thinking approach.
- The capacity to collaborate with multidisciplinary teams and stakeholders to integrate systemic thinking into sustainability initiatives.

Expert level

- A high degree of autonomy in conducting intricate systemic analyses and developing comprehensive sustainability strategies.
- Assuming leadership and guidance responsibilities in applying systemic thinking principles and methodologies.
- Autonomy in critically evaluating and advancing the field of systemic thinking for sustainability.
- The ability to make informed decisions based on profound systemic insights and effectively communicate the significance of systemic thinking to stakeholders and decision-makers.





3.5. Questions

Questions related to the **systemic thinking** competence that can help answer which competence level you would classify yourself or your field are presented below.

Intermediate level

- Can you identify and analyse the key components and relationships within a complex system for sustainability?
- Can you provide examples of simple cause-and-effect relationships within a system that have implications for sustainability?
- How would you use basic tools like causal loop diagrams to gain insights into sustainability challenges in a specific context?

Advanced level

- How would you conduct a thorough analysis to understand interdependencies, leverage points, and emergent properties within a complex system relevant to sustainability?
- Can you explain how advanced tools like system dynamics modelling or network analysis can help analyse and simulate the behaviour of a complex system in relation to sustainability?
- How would you assess the potential impacts and unintended consequences of interventions within a complex system using scenario analysis and sensitivity testing?
- Can you provide examples of effective communication strategies to convey complex systemic ideas and concepts to different stakeholders?

Expert level

- How would you analyse diverse data sources and deeply understand systemic patterns, tipping points, and resilience within a complex system related to sustainability?
- Can you share examples of innovative strategies and interventions that leverage system dynamics for sustainable outcomes in a specific field or industry?
- How would you integrate multiple perspectives and stakeholder inputs to gain consensus and implement systemic change in complex sustainability initiatives?





- Can you describe your experiences in mentoring and coaching others in applying systemic thinking principles and methodologies?
- How do you contribute to advancing the field of systemic thinking through research, publication, and collaboration with experts in the area of sustainability?

3.6. Related competences

System thinking is related to a variety of other competences. With some, system thinking is related on a higher level of coherence, while with others there is a lesser relation. Below every competence that is related to system thinking is presented with a more detailed information

Competence	Explanation
1. Sustainability awareness	Recognizing the importance of sustainability is strongly intertwined with systemic thinking. It involves understanding the intricate relationships between ecological, social, cultural and economic systems. By applying systemic thinking, we can grasp the interconnectedness and comprehend how our actions impact sustainability.
2. Systemic thinking	Not applicable
3. Anticipatory thinking	Anticipatory thinking involves envisioning and planning for the future. Although not directly aligned with systemic thinking, it complements it. Systemic thinking helps us identify the underlying structures and patterns within systems, enabling us to anticipate future outcomes more effectively.
4. Normative agency	Normative agency refers to acting based on personal values and ethics. While not strongly connected to





	<p>systemic thinking, there is some overlap. Systemic thinking can inform us about the broader impacts of our actions, helping align our values with an understanding of how they fit into complex systems.</p>
5. Strategic thinking	<p>Strategic thinking involves analysing situations holistically and formulating effective plans. Systemic thinking provides a foundation for strategic thinking by emphasising the understanding of interconnectedness and cause-and-effect relationships within complex systems. This enables the development of more comprehensive and successful strategies.</p>
6. Individual initiative	<p>Individual initiative refers to taking independent action and assuming responsibility. While not directly tied to systemic thinking, it can benefit from it. Systemic thinking encourages us to consider the broader context and systemic impacts of our actions, empowering us to make more informed and responsible choices</p>
7. Interpersonal action	<p>Interpersonal action involves effective communication and collaboration with others. Although not inherently linked to systemic thinking, it can be supported by it. Systemic thinking helps us understand the interconnectedness of social systems, promoting empathy, collaboration, and the ability to address complex issues together.</p>

3.7. Application

The **systemic thinking** competence is relevant to various individuals and professionals engaged in sustainable development and related fields. It is applicable across different areas of activity and levels of duties, including:



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- **Environmental and sustainability consultants: Systemic thinking** is essential for analysing complex environmental challenges, developing sustainable solutions, and assessing the impacts of interventions on ecological systems.
- **Policy makers and government officials: Systemic thinking** enables policy makers to understand the interconnectedness of social, economic, and environmental systems, helping them design and implement effective policies for sustainable development.
- **Business entrepreneurs and intrapreneurs: Systemic thinking** allows entrepreneurs and intrapreneurs to identify and leverage opportunities for sustainable business models, supply chain management, and innovation.
- **Educators and trainers: Systemic thinking** is relevant to educators and trainers involved in sustainability education, as it helps them design curriculum, teaching methodologies, and learning activities that foster holistic understanding and critical thinking.
- **Researchers and academics: Systemic thinking** is applicable to researchers and academics working on sustainability-related topics, as it helps them analyse complex systems, develop theoretical frameworks, and generate insights for sustainable development.
- **Non-profit organisations and NGOs: Systemic thinking** supports organisations in understanding the interconnectedness of social and environmental issues, enabling them to develop comprehensive and impactful strategies for sustainable social change.
- **Community leaders and activists: Systemic thinking** is relevant for community leaders and activists involved in grassroots movements and initiatives addressing sustainability issues, as it helps them identify root causes, design collaborative solutions, and advocate for change.





Overall, the application of **systemic thinking** competence is diverse and spans across various sectors and roles, all of which require a deep understanding of the complexity of sustainability challenges and the ability to navigate and transform complex systems towards sustainable outcomes.



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4. Anticipatory thinking COMPETENCE

4.1. Definition

Anticipatory thinking is a forward-looking competence that involves envisioning future scenarios and planning to address potential sustainability challenges. This includes predicting potential outcomes and effects of actions, risk, uncertainty, opportunities and challenges relating to sustainability, and making strategic decisions based on these predictions.

4.2. Knowledge

Building upon this, **anticipatory thinking** competence is not just about prediction, but also about preparation. Rooted in the synthesis of experience, insights, and analytical skills, this competence entails recognizing patterns, identifying early signals in the environment, and understanding the potential trajectories they might lead to.

Intermediate level

- Understanding the basic principles of sustainability and its future implications.
- Familiarity with prediction methods and foresight tools.

Advanced level

- In-depth understanding of global sustainability trends and their potential impact.
- Knowledge of advanced foresight techniques and strategic planning methodologies.

Expert level

- Comprehensive knowledge of global sustainability issues, predictive modelling, and strategic decision-making processes.
- Understanding of the influence of various factors (social, economic, environmental) on future sustainability scenarios.





4.3. Key skills

Key skills in **anticipatory thinking** revolve around the ability to identify, assess, and navigate potential future scenarios. These skills increase in complexity as we move from intermediate to advanced to expert levels. At the intermediate level, **anticipatory thinking** involves identifying future sustainability challenges and opportunities, coupled with basic skills in risk assessment and strategic planning.

Progressing to the advanced level, these skills develop further to include the creation and evaluation of future sustainability scenarios, bolstered by advanced techniques in risk management and strategic decision-making.

At the expert level, mastery in predictive modelling and strategic planning is expected, along with the ability to guide the development and implementation of sustainability strategies using **anticipatory thinking**. This embodies not just a high level of knowledge and skill, but also a significant degree of responsibility and autonomy.

Intermediate level
<ul style="list-style-type: none">• Ability to identify future sustainability challenges and opportunities.• Basic skills in risk assessment and strategic planning.
Advanced level
<ul style="list-style-type: none">• Ability to develop and evaluate future sustainability scenarios.• Advanced skills in risk management and strategic decision-making.
Expert level
<ul style="list-style-type: none">• Proficiency in predictive modelling and strategic planning.• Capability to lead the development and implementation of sustainability strategies based on anticipatory thinking.

4.4. Responsibility and autonomy

Responsibility and autonomy are integral to the competence of **anticipatory thinking**. As one progresses from intermediate to expert, both should increase.





Responsibility refers to owning one's actions and decisions and their outcomes, particularly considering their impact on future sustainability scenarios.

As for autonomy, it relates to the capacity to independently use knowledge and skills to envision future scenarios, anticipate potential developments, and make decisions. Together, they enable individuals to foresee future possibilities and make decisions leading to a more sustainable future. As proficiency grows, so should the depth of understanding and the breadth of autonomous decision-making in **anticipatory thinking**.

Intermediate level
<ul style="list-style-type: none">• Ability to independently identify potential sustainability issues and make recommendations for addressing them.
Advanced level
<ul style="list-style-type: none">• Responsibility for developing and implementing sustainability strategies based on anticipatory thinking.• Autonomy in decision-making processes.
Expert level
<ul style="list-style-type: none">• Responsibility for leading the organisation's sustainability initiatives based on anticipatory thinking.• High level of autonomy in strategic decision-making.

4.5. Questions

Below are some questions related to the **anticipatory thinking** competence that can help you answer which competence level you would classify yourself or your field.

Intermediate level
<ul style="list-style-type: none">• What are some potential future challenges and opportunities related to sustainability?• How can we prepare for them?





Advanced level
<ul style="list-style-type: none">• How can we develop and evaluate future sustainability scenarios?• What strategic decisions should we make based on these scenarios?
Expert level
<ul style="list-style-type: none">• How can we use predictive modelling and strategic planning to lead our sustainability initiatives?• How can we influence future sustainability outcomes?

4.6. Related competences

Anticipatory thinking is a competence that is related to a variety of other competences. To some, **anticipatory thinking** is related to a higher level of coherence, while to others with lower.

Competence	Explanation
1. Sustainability awareness	Anticipatory thinking is closely related to sustainability awareness as it requires an understanding of sustainability principles and their future implications.
2. Systemic thinking	Anticipatory thinking and systemic thinking are highly interconnected as understanding the interrelations between different system components is crucial for envisioning future scenarios.
3. Anticipatory thinking	Not applicable
4. Normative agency	Normative agency and anticipatory thinking are moderately related. Ethical considerations often influence predictions and strategic planning for future sustainability scenarios.





5. Strategic thinking	Strategic thinking is an integral part of anticipatory thinking as it involves making strategic decisions based on envisioned future scenarios.
6. Individual initiative	Anticipatory thinking can be enhanced by individual initiative, although it often requires a broader systemic view.
7. Interpersonal action	While anticipatory thinking can be a personal competence, its effectiveness can be enhanced through collaborative forecasting and strategic planning.

4.7. Application

Anticipatory thinking is relevant to various stakeholders, including policymakers, business leaders, sustainability consultants, educators, and individuals. It can be applied in different areas such as strategic planning, risk management, education, policy development, and personal decision-making.

The application of **anticipatory thinking** cuts across many spheres of influence and can be applied in various domains:

- **Policy Making:** Policymakers can use **anticipatory thinking** to understand the potential future impacts of current trends in technology, social behaviour, and environmental changes. This allows for the development of more resilient policies that are flexible and adaptive to unforeseen changes.
- **Business Leadership:** In business, **anticipatory thinking** can be used to develop strategic plans and make decisions that are future-proof. Business leaders can anticipate market trends, risks, and opportunities, helping them to adapt their business models and strategies for long-term success and sustainability.





- **Sustainability Consultancy:** For sustainability consultants, **anticipatory thinking** can be used to provide strategic advice to clients. This includes the development of sustainability plans that consider future societal, economic, and environmental changes.
- **Education:** In education, **anticipatory thinking** can help in curriculum development. By considering the skills and knowledge that students will need in the future, educators can design learning experiences that prepare students for a rapidly changing and uncertain world.
- **Individuals:** On a personal level, **anticipatory thinking** can be applied to career planning, personal finance, and lifestyle choices. By considering future trends and scenarios, individuals can make decisions that increase their resilience and adaptability to future changes.
- **Environmental Management: Anticipatory thinking** is particularly relevant in the field of environmental management where changes often occur over long periods and have irreversible consequences. By considering potential future scenarios, environmental managers can develop strategies that are proactive rather than reactive, leading to better outcomes for the environment and society.
- **Urban Planning: Anticipatory thinking** can help urban planners design cities that are resilient to future challenges such as climate change, population growth, and technological advancements. This can result in cities that are more livable, sustainable, and resilient.
- **Healthcare:** In healthcare, **anticipatory thinking** can help in planning for future public health challenges, such as pandemics or demographic changes. This can ensure that health systems are prepared for these challenges and can respond effectively when they arise.





- **Nonprofits and NGOs: Anticipatory thinking** can help nonprofit organisations and NGOs plan their programs and interventions more effectively. By considering future scenarios, they can develop strategies that have a lasting impact and can adapt to changes in the environment or society.



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5. Normative Agency COMPETENCE

5.1. Definition

Normative agency as a competence involves dealing with norms and ethics in promoting sustainability. It includes understanding, navigating, and influencing the social, cultural, and ethical dimensions of sustainability challenges, and acting in alignment with sustainability principles and values. It also involves recognizing ethical dilemmas, advocating for inclusive and just approaches, and demonstrating responsible behaviour in personal and professional contexts.

5.2. Knowledge

Collection of facts, principles, theories, and practices related to understanding and application of the **normative agency** competence.

Intermediate level
<ul style="list-style-type: none">• Describe the ethical dimension of sustainability.• Define the relationship between entrepreneurship, sustainability and ethics.
Advanced level
<ul style="list-style-type: none">• List the ethical standards, values and principles that promote sustainability.• Recognise the ethical dilemmas that arise in the process of sustainable entrepreneurship.
Expert level
<ul style="list-style-type: none">• Explain the social, cultural and ethical dimensions of sustainable challenges.• Identify the regulatory and ethical framework to be followed in sustainable entrepreneurship.





5.3. Key skills

The required abilities to apply knowledge and use the acquired resources to complete tasks and solve problems in the **normative agency** competence field have several relevant dimensions. This may be of cognitive nature (use of logical, intuitive or creative thinking) or of a more practical approach (implying manual skill and the use of methods, materials, tools and instruments). The table below presents the skill relating to each EntreComp level.

Intermediate level
<ul style="list-style-type: none">• Distinguish responsible behaviour in the personal and professional area.• Act in accordance with the principles and values of sustainability.
Advanced level
<ul style="list-style-type: none">• Demonstrate responsible and ethical behaviours in the entrepreneurial stages.• Integrate the norms, values and ethical principles that promote sustainability.
Expert level
<ul style="list-style-type: none">• Apply inclusive and fair approaches.• Review the social, cultural and ethical dimensions of our actions.

5.4. Responsibility and autonomy

Required ability to develop tasks and solve problems of from lower to higher degree of complexity and different degrees of autonomy and responsibility regarding the **normative agency** competence individually and collectively.

Intermediate level



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- Promote the norms, values and ethical principles of sustainability in entrepreneurship processes.

Advanced level

- Assess the social, cultural and ethical effects of entrepreneurial actions.

Expert level

- Guide teams and individuals to face ethical dilemmas through ethical decision-making processes.

5.5. Questions

Questions to explore through self-reflection how the **normative agency** competence can be applied in practice.

Intermediate level

- What is the ethical dimension of sustainability?
- How are entrepreneurship, ethics and sustainability related?
- How can I act according to the principles and values of sustainability?
- How can I promote the norms, values and ethical principles of sustainability in entrepreneurship processes?

Advanced level

- How do I know if I have an ethical dilemma?
- What can I do to integrate ethical norms, values and principles that promote sustainability?
- How can I assess the effects of my entrepreneurial actions in social, cultural and ethical terms?

Expert level





- In what ways can the social, cultural and ethical dimensions of sustainable challenges be explained?
- How can I identify a normative and ethical framework to follow in sustainable entrepreneurship?
- What are inclusive and fair approaches and how can I apply and realise them?
- What can I do to lead teams responsibly when faced with ethical dilemmas?

5.6. Related competences

Normative agency competence intersects with several other competences. In some cases, there are high coherence levels, while in others due to some specificities of this competence, interrelation is lower.

Competence	Explanation
1. Sustainability awareness	Valuing sustainability and supporting fairness are not only basic principles of sustainability awareness, but also fundamental aspects of normative agency. In order to develop the competence of normative agency we must start from the knowledge of these aspects in order to build, navigate and discuss them in a responsible way.
2. Systemic thinking	Systemic thinking enables us to understand how economic, social and environmental systems are interconnected and the impacts our actions can have on these spheres. Thus, the conjunction of normative agency and systemic thinking allows us to understand and align responsible values in our actions, bearing in mind their effects on these different systems.
3. Anticipatory thinking	While anticipatory thinking involves envisioning sustainable futures and problem-solving frameworks, normative agency focuses on establishing and promoting these frameworks in a responsible and ethical way. They can complement each other by





	incorporating the importance of values and ethics in these future-oriented strategies.
4. Normative agency	Not applicable
5. Strategic thinking	Although strategic thinking encompasses managing transitions and challenges in complex situations, its main objective is to apply creativity to achieve the best results. In this concept, the application of values and ethical principles may be relegated to a complementary but not mandatory objective in the process, so the design and application of these ethical values and principles involve a separate task.
6. Individual initiative	Individual initiative aims to identify and enhance our own capacity to act in terms of sustainability. Within the normative agency, being able to recognise and apply ethical values and principles in our actions should also be seen as a way to enhance our capacity to act, improving our results, the effects of our actions and promoting these lines of action around us.
7. Interpersonal action	Interpersonal action seeks to identify and enhance collaboration between different actors in sustainability performance. Within normative agency, being able to recognise, apply and guide others on ethical values and principles in our actions should also be seen as a way to enhance our ability to collaborate, improving our results, the effects of our actions, creating a multiplier effect.

5.7. Application

The **normative agency** competence is relevant to various individuals and professionals engaged in sustainable development and related fields. It is applicable across different areas of activity and levels of duties, including:





- **Sustainability consultants:** essential for analysing complex environmental challenges and dilemmas, developing responsible sustainable solutions, and assessing the impacts of our actions.
- **Policy makers and government officials:** enabling them to understand the interconnectedness of ethics, social, economic, and environmental systems, helping them design and implement effective and responsible policies for sustainable development.
- **Business entrepreneurs and intrapreneurs:** allowing them to identify and leverage opportunities for sustainable business models, supply chain management, and innovation with responsible behaviours, being aware of the effects on themselves, on others and on society.
- **Educators and trainers:** relevant to those involved in sustainability and entrepreneurship education, as it helps them design curriculum, teaching methodologies, and learning activities that foster ethics and responsible understanding and behaviour in sustainability.
- **Researchers and academics:** applicable to researchers and academics working on sustainability and entrepreneurship-related topics, as it helps them analyse complex ethical dilemmas, develop responsible frameworks, and generate insights for sustainable development in concordance with values and principles.
- **Non-profit organisations and NGOs:** supporting organisations in understanding the interconnectedness of sustainability issues, enabling them to develop just, ethical and responsible strategies for sustainable social change.
- **Community leaders and activists:** relevant for those involved in grassroots movements and initiatives addressing sustainability and sustainability entrepreneurship issues, as it helps them to promote and make visible responsible behaviour and its cultural, social and sustainable effects.





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6. Strategic thinking COMPETENCE

6.1. Definition

The **strategic thinking** competence encompasses the ability to analyse complex situations, anticipate future trends, and develop effective long-term plans to achieve specific goals or objectives. It involves thinking critically, considering multiple perspectives, and synthesising information to make informed decisions. Strategic thinkers possess a systemic and holistic perspective, enabling them to understand the bigger picture, identify opportunities, and navigate challenges while remaining adaptable and open to change. Their skills in strategic analysis, problem-solving, decision-making, and communication enable them to shape the direction of an organisation and drive its success in dynamic environments.

6.2. Knowledge

Knowledge in **strategic thinking** refers to a deep understanding of various domains and factors that impact strategic decision-making.

Intermediate level

- Have a foundational understanding of strategic thinking.
- Possess basic knowledge of industry trends, organisational capabilities, and strategic planning methodologies.
- Be familiar with basic analytical tools and frameworks used in strategic analysis.

Advanced level

- Have a comprehensive knowledge of their industry, including emerging trends, market dynamics, and competitive landscape.
- Have a deep understanding of strategic frameworks, such as SWOT analysis, Porter's Five Forces, or PESTEL analysis.





- Be well-versed in the latest research and insights related to strategic management.

Expert level

- Possess extensive and specialised knowledge in strategic thinking.
- Have a deep understanding of industry-specific trends and can anticipate and navigate complex market dynamics.
- Highly knowledgeable about advanced strategic models, methodologies, and cutting-edge research in the field.
- Being able to provide thought leadership and shape the strategic direction of organisations.

6.3. Key skills

Strategic thinking hinges on critical thinking, problem-solving, decision-making, systems analysis, and effective communication, enabling individuals to navigate complex situations and make informed decisions.

Intermediate level

- Analyse and evaluate information, identify patterns, and think critically when developing strategies.
- Possess basic problem-solving and decision-making skills, contribute to strategic discussions and initiatives.

Advanced level

- Adept at conducting in-depth analysis, synthesising complex information, and evaluating multiple options.
- Possess advanced problem-solving skills and can develop creative and innovative solutions.
- Decision-making skills are well-developed.
- Can weigh risks and benefits effectively.





Expert level

- Possess advanced critical thinking abilities, enabling to anticipate trends, identify hidden opportunities, and analyse complex systems.
- Excel in problem-solving and can address highly intricate challenges.
- Decision-making skills are highly refined, allowing to make sound judgments in complex and ambiguous situations.

6.4. Responsibility and autonomy

Responsibility and autonomy in **strategic thinking** entail owning strategy development, possessing decision-making authority, ensuring accountability for outcomes, collaborating and delegating effectively, and embracing the freedom to innovate and challenge the norm.

Intermediate level

- Demonstrate a basic level of responsibility and autonomy in strategic thinking.
- Contribute to strategic discussions, take ownership of assigned tasks, and work collaboratively with others.
- Seek guidance from senior leaders and follow established protocols and guidelines.

Advanced level

- Have a higher degree of responsibility and autonomy.
- Actively participate in strategic planning, take ownership of initiatives, and provide guidance and direction to others.
- Have the authority to make strategic decisions within their designated areas of responsibility.

Expert level





- Have a high level of responsibility and autonomy in strategic thinking;
- Lead strategic initiatives, set the strategic agenda, and provide guidance to senior leaders;
- Have the authority to make critical decisions that shape the organisation's direction and have a significant impact on its success.

6.5. Questions

Below you can find questions to reflect how the competence can be applied in practice.

Intermediate level

- How would you gather and analyse relevant market data to identify potential opportunities and threats for your organisation?
- What strategies would you employ to assess the strengths and weaknesses of your organisation and its competitive position?
- How would you use basic strategic frameworks, such as SWOT analysis, to inform your decision-making process?
- What steps would you take to stay informed about industry trends and developments that may impact your organisation in the near future?
- How would you align your strategic goals with emerging customer needs and demands?
- How can you anticipate and prepare for potential disruptions or changes in the market environment?

Advanced level

- How would you conduct a comprehensive analysis of the competitive landscape, including competitor profiling and market segmentation?
- What methodologies or tools would you employ to assess the potential impact of industry trends on your organisation's strategic goals?





- How can you identify and analyse emerging opportunities or threats that are not immediately apparent?
- How would you develop a long-term vision and strategic roadmap that aligns with anticipated future trends and developments?
- What strategies would you employ to foster innovation and continuous improvement within your organisation?
- How can you balance short-term objectives with long-term sustainability and growth goals?

Expert level

- How would you leverage advanced data analytics and market research techniques to gain deeper insights into customer behaviours and preferences?
- What methods or models would you use to evaluate complex business scenarios and make informed strategic decisions?
- How can you assess and incorporate geopolitical, socio-economic, and technological factors into your strategic analysis?
- How would you actively shape and influence the industry landscape through thought leadership and industry partnerships?
- What strategies would you implement to foster a culture of continuous innovation and disrupt traditional business models?
- How can you anticipate and navigate long-term challenges, such as sustainability issues or global macroeconomic trends?

6.6. Related competences

Below every competence that is related to strategic thinking is presented with more detailed information.

Competence	Explanation
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1. Sustainability awareness	Sustainability awareness aligns closely with both strategic thinking and systemic thinking. It involves considering the long-term environmental, social, and economic impacts of decisions, which is a key aspect of both strategic and systemic thinking.
2. Systemic thinking	Systemic thinking has high coherence with strategic thinking, as both involve understanding and analysing complex systems. Systemic thinking considers the interdependencies, relationships, and feedback loops within a system, which is valuable for developing effective strategies.
3. Anticipatory thinking	Anticipatory thinking is highly coherent with both strategic thinking and systemic thinking. It involves proactively considering future trends, challenges, and opportunities, which is crucial for both strategic and systemic perspectives.
4. Normative agency	Normative agency is highly coherent with strategic thinking, systemic thinking, and sustainability awareness. It emphasises aligning actions with ethical, social, and environmental norms, which is important in all three competences
5. Strategic thinking	Not applicable
6. Individual initiative	Individual initiative has moderate coherence with strategic thinking, systemic thinking, and sustainability awareness. It complements the other competences by emphasising proactive and self-driven actions, which are important in both strategic and systemic contexts.
7. Interpersonal action	Interpersonal action has moderate coherence with strategic thinking, systemic thinking, and sustainability awareness. It complements the other competences by emphasising collaboration, communication, and relationship-building, which are relevant in both strategic and systemic perspectives.





6.7. Application

The application of the strategic thinking competence spans across various areas of activity and levels of duties within an organisation. Strategic thinkers are valuable contributors in strategic planning and decision-making processes, where they analyse internal and external factors, identify opportunities, and assess risks. They play a crucial role in setting the direction and goals of an organisation, aligning them with its vision and mission. Strategic thinkers are also responsible for monitoring industry trends, anticipating market changes, and developing innovative strategies to stay ahead of the competition. Their expertise extends to areas such as business development, resource allocation, performance evaluation, and continuous improvement. At higher levels of duties, strategic thinkers take on leadership roles, guiding the organisation through complex transitions, ensuring effective execution of strategies, and fostering a culture of strategic agility and innovation. They collaborate with cross-functional teams, engage stakeholders, and communicate the strategic vision to drive organisational success. Overall, the application of strategic thinking competency cuts across all levels and functional areas of an organisation, playing a pivotal role in shaping its long-term growth and sustainability.





7. Individual initiative COMPETENCE

7.1. Definition

Individual initiative as a competence involves self-awareness, self-motivation, taking proactive actions, and identifying one's own potential to contribute to sustainability. It includes recognizing personal strengths, setting goals, taking ownership of sustainability-related tasks, and being proactive and self-reflective in advancing sustainability objectives.

7.2. Knowledge

Knowledge is a key element in this competence, as all the **individual initiatives** come from the personal knowledge on specific matters.

Intermediate level

- Have knowledge about your organisation goals regarding sustainability.
- Have knowledge of leadership principles, planning, time management and decision making processes.

Advanced level

- Have knowledge of innovative sustainable technologies, emerging trends and best practices, from different sectors.
- Be aware of policy and regulatory frameworks and global and local level, such as environmental and sustainability standards, laws and recommendations.

Expert level

- Have expert knowledge in latest research and innovation connected to sustainability.
- Have extensive knowledge of the industry and the involved stakeholders for sustainability.





7.3. Key skills

Key skills derive from level to level, but all of them have the same vision. The table below provides further information on the expected key skills to each level.

Intermediate level
<ul style="list-style-type: none">• Set specific and achievable personal sustainable goals.• Seek opportunities to contribute to sustainability.• Be self-motivated and manage time efficiently.• Identify problems and challenges to fulfil your objectives.• Self reflect on actions performed by oneself and their effect on sustainability.• Be adaptive and learn from experience.
Advanced level
<ul style="list-style-type: none">• Plan and manage sustainability projects.• Build networks of stakeholders.• Communicate effectively your goals.• Make sustainable strategic decisions.• Consider the impact of your actions at the local and global levels.• Make ethical decisions.
Expert level
<ul style="list-style-type: none">• Have leadership skills and guide teams.• Evaluate the impact of actions taken.• Be an adaptive negotiator and influence policy makers.• Anticipate future change and challenges.• Establish strategic partnerships with stakeholders.• Be resilient and adaptive.





7.4. Responsibility and autonomy

In the next table, we will analyse the responsibilities that come from **individual initiative** and the level of autonomy needed.

Intermediate level
<ul style="list-style-type: none">• Be able to work independently on initiatives and take ownership of tasks.• Take proactive actions.• Seek guidance from experts.
Advanced level
<ul style="list-style-type: none">• Take ownership of a project and guide other team members.• Handle complex problems related to a project.• Take advantage of innovative technology.• Invest in your professional development and knowledge.
Expert level
<ul style="list-style-type: none">• Be a mentor and guide others in sustainability.• Develop a strategic plan for sustainability.• Be a leader and influence policy makers.

7.5. Questions

Self-evaluation and answering questions is a key part of understanding **individual initiative** as a competence.

Intermediate level
<ul style="list-style-type: none">• What sustainable practices or initiatives can I implement?• How can I prioritise tasks?• What steps do I need to take to fulfil the objectives of sustainability?
Advanced level





- How can I attract and collaborate with stakeholders for sustainability initiatives?
- How can I bring innovation in addressing sustainability issues?
- How do I generate impact from my initiative?

Expert level

- How do I envision the future results of my initiative?
- Which are my good examples which I can share with other individuals?
- Which complex decisions have I made?

7.6. Related competences

All other competences considered, as well as their relations with **individual initiative**, are presented below in detail.

Competence	Explanation
1. Sustainability awareness	Sustainability awareness is needed in order to identify and plan actions for sustainability. This helps take proactive actions and be aware of challenges
2. Systemic thinking	Systemic thinking helps identify opportunities and points of advantage, which can help your initiative have a higher impact.
3. Anticipatory thinking	Anticipating future challenges help with anticipating possible problems and making proactive decisions to address them.
4. Normative agency	Normative agency guides individuals in taking actions that align with sustainable values and principles, thus making individual initiative more effective.
5. Strategic thinking	Strategic thinking helps you plan and implement sustainable actions effectively.



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6. Individual initiative	Not applicable
7. Interpersonal action	Interpersonal actions focus more on collaboration, than individual initiative.

7.7. Application

The **individual initiative** competence is relevant to a wide range of individuals and professionals who are engaged in or have an interest in sustainable development:

- **Professionals such as sustainability managers, environmental consultants, and professionals working in green organisations:** This competence can help them plan and manage innovative sustainability projects and initiatives.
- **Entrepreneurs and SME owners who aim to incorporate sustainability into their organisations:** Individual initiative can help them identify and implement sustainable practices and solutions.
- **Educators, teachers and trainers:** who can help students develop their own competences in sustainability and help them build a green mindset.
- **Policy Makers:** working on sustainability-related issues can apply individual initiative to promote and lead sustainable policy changes.
- **Students:** can develop individual initiatives to actively participate in sustainability-related projects and activities.
- **Non-Profit Organisations and NGO:** focusing on sustainability through interpersonal action may help induce behavioural changes, promoting greater sustainability and awareness..





8. Interpersonal action COMPETENCE

8.1. Definition

Interpersonal action competence concerns an individual's capacity to engage in effective and meaningful social interactions that promote sustainable practices and values. It involves the ability to communicate and collaborate with others, build partnerships, and influence behaviour towards sustainable outcomes. It requires understanding and addressing the social, economic, and environmental dimensions of sustainability, while fostering a sense of collective responsibility and empowerment to drive positive change.

8.2. Knowledge

The following learning outcomes outline the progression of understanding and assimilation of the **interpersonal action** competence in the realm of sustainability.

Intermediate level
<ul style="list-style-type: none">• Recognising key sustainability concepts and their social implications.• Understanding the importance of effective communication in promoting sustainability awareness.• Describing the principles and strategies of effective communication to promote sustainable practices and engage stakeholders.
Advanced level
<ul style="list-style-type: none">• Outlining complex sustainability challenges from diverse perspectives.• Selecting communication techniques to engage stakeholders in sustainability discussions.• Recognising holistic perspectives to promote comprehensive sustainable solutions.
Expert level





- Reflecting on advanced sustainability concepts, emerging trends, and innovative solutions.
- Defining new approaches for fostering sustainable behaviour change through communication.
- Outlining sustainability initiatives involving diverse stakeholders.

8.3. Key skills

The following learning outcomes outline the evolution of the **interpersonal action** competence in the context of sustainability, progressing from fundamental skills to specialised level proficiencies. These outcomes cover essential competences for effective communication, collaboration, and leadership within sustainable initiatives.

Intermediate level

- Identify sustainable communication strategies for engaging diverse audiences.
- Resort to active listening skills and effective communication techniques to engage in sustainability discussions.

Advanced level

- Design comprehensive sustainability communication plans for targeted impact.
- Apply facilitation and negotiation skills to foster collaboration in sustainability initiatives.

Expert level

- Plan and apply transformative sustainability workshops for diverse global audiences.
- Demonstrate strong leadership and influencing skills to drive systemic change and mobilise communities towards sustainable actions.





8.4. Responsibility and autonomy

The next outcomes encompass the evolving ability to independently lead and engage in responsible actions, ultimately shaping a proactive and influential attitude towards sustainable practices.

Intermediate level

- Display awareness of sustainable practices by incorporating them into personal practices.
- Collaborate, actively seeking opportunities to work together with others towards sustainable solutions.
- Practice responsible resource management to align with sustainability principles.

Advanced level

- Integrate sustainability considerations into personal and professional decision frameworks.
- Negotiate effectively to influence stakeholders towards sustainable decision-making.
- Guide teams or communities towards sustainable goals.

Expert level

- Advocate for systemic change by influencing policies aligned with sustainability goals.
- Influence behavioural change, motivating and empowering individuals and communities to drive significant positive change towards sustainability goals.

8.5. Questions

The following questions aim to reflect on how this competence can be applied in practice.





Intermediate level

- How can I improve my active listening skills to better understand others' perspectives in interpersonal interactions?
- What strategies can I employ to effectively communicate sustainability concepts and initiatives to different audiences?
- How can I navigate and resolve conflicts that may arise when working collaboratively on sustainability projects?

Advanced level

- How can I leverage my interpersonal skills to build strong partnerships and collaborations across different sectors for more impactful sustainability initiatives?
- How can I apply empathy and cultural sensitivity to bridge gaps and foster inclusivity in sustainability efforts?
- In what ways can I actively engage and involve stakeholders in decision-making processes to ensure their voices are heard and valued in sustainability projects?

Expert level

- How can I lead and inspire teams to embrace sustainability as a core value and integrate it into their everyday actions and decision-making?
- How can I influence and mobilise broader communities or organisations towards sustainable practices through effective interpersonal communication and strategic advocacy?
- What approaches can I take to mentor and empower emerging sustainability leaders, encourage their interpersonal competences and drive their own impactful initiatives?





8.6. Related competences

All other competences considered, as well as their relations with **individual initiative**, are presented below in detail.

Competence	Explanation
1. Sustainability awareness	Effective communication and collaborative work are made possible by the interpersonal action competence, which is crucial for raising sustainability awareness. It makes it easier to communicate sustainable concepts, promote group action, and solidify understanding. Effective interpersonal skills and strong sustainability awareness both improve interpersonal interactions and the spread of sustainability consciousness.
2. Systemic thinking	The interpersonal action competence enables effective engagement and understanding of others, while systemic thinking provides a broader perspective on complex systems. By combining these competences, individuals can navigate complex systems, consider multiple perspectives, and work towards holistic solutions. The integration of both competences enhances problem-solving abilities for more sustainable outcomes.
3. Anticipatory thinking	While anticipatory thinking involves thinking about potential future events, interpersonal action focuses on present communication and collaboration. However, they can complement each other by incorporating long-term consequences into interpersonal actions and gathering diverse perspectives for future-oriented strategies.





4. Normative agency	Normative agency relates to shaping social norms and values. Although there may be some intersection in how people engage with one another and how they influence others, there is not a significant direct correlation. However, interpersonal action can support normative agency by building relationships and inspiring others, while normative agency can guide interpersonal actions with desired values. There is potential for synergy in creating positive social change, though they are not inherently interdependent.
5. Strategic thinking	Strategic thinking incorporates goal setting and planning, therefore it reports to and refines interpersonal actions, while interpersonal action provides insights to enhance strategic thinking. Together, they enable navigating social dynamics, building relationships, and achieving long-term goals. Integration enhances decision-making, problem-solving, and strategy execution.
6. Individual initiative	Interpersonal action inspires individual initiative, or proactive action, and individual initiative enhances interpersonal action. Together, they empower individuals to drive change and contribute to collective efforts.
7. Interpersonal action	Not applicable

8.7. Application

Regardless of their exact jobs or areas of activity, a wide range of people involved in sustainable development can benefit from this competence:



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- **Sustainability professionals, such as sustainability managers, coordinators, or consultants:** to effectively communicate sustainability goals, engage stakeholders, and drive collaboration for sustainable practices.
- **Educators and trainers to effectively engage learners:** to facilitate discussions, and inspire behaviour change towards sustainable practices.
- **Business leaders and managers:** to engage employees, communicate sustainability strategies, and foster a culture of sustainability within their teams and across the organisation.
- **Policymakers:** to engage stakeholders, negotiate policy changes, and foster collaboration to address sustainability challenges at regional, national, and international levels.
- **Community leaders:** to mobilise community members, facilitate dialogue, and empower others to act towards sustainable development at the public level.





9. Conclusion

The Sustainability Changemakers Competences Dictionary offers a comprehensive overview of competences critical to driving sustainable change in today's world. From fostering a deep understanding of sustainability awareness to strategic thinking in multifaceted scenarios, these competences encapsulate the holistic approach required for sustainable development. At advanced and expert levels, these competences transcend basic understanding. Advanced practitioners exhibit mastery in systemic and anticipatory thinking, projecting sustainable visions for the future, and adeptly navigating the ethical dimensions of sustainability. Experts, on the other hand, not only possess deep knowledge and skills but also demonstrate leadership, paving the way for innovative solutions, fostering cultures of cooperation, and navigating the complexities of multi-stakeholder networks with finesse.

The depth and breadth of these competences at elevated levels underscores the significance of continuous learning and growth in the realm of sustainability. As we venture further into a world demanding sustainable solutions, the competences highlighted in this dictionary will serve as invaluable beacons, guiding individuals and communities towards effective and impactful sustainable practices. Embracing these competences at advanced and expert levels is not just about personal or professional growth; it's about shaping a future where sustainability is woven into the fabric of our societies.



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11. Annexes: Table of competences

11.1. English

Sustainability Awareness			
	Intermediate	Advanced	Expert
Knowledge	To possess an understanding of sustainability, including environmental challenges and the importance of sustainable practices	To be aware of and engage in nature conservation, including preserving biodiversity, restoring ecosystems, and responsibly managing resources.	To recognize and actively support nature conservation initiatives, advocating for protecting habitats and fostering a sustainable relationship between humans and the environment.
Key skills	To practise sustainability in daily life by reducing energy, waste, and water usage. To assess and suggest sustainable solutions in different settings, like homes, schools, and local businesses.	To create and execute sustainable strategies for organisations, considering the environment, society, and the economy. To proficiently assess environmental impacts and devise innovative solutions for reducing them in major projects.	To develop and execute sustainability programs for renewable energy, waste management, and sustainability. To demonstrate an understanding of international environmental policies, and advocate for global sustainability.
Responsibility and autonomy	Assess and improve local businesses' environmental impact, promoting sustainable practices. Educate and engage the community in eco-friendly habits through workshops and campaigns.	Develop and implement broad sustainability projects in city planning, infrastructure, and regional policies. Analyse product life cycles, find eco-design opportunities, and suggest sustainable alternatives.	Design and oversee major sustainability programs that promote change in multiple sectors. Influence global policy and advocate for sustainable practices using expertise in international environmental policies.





<p>Questions</p>	<p>How can sustainable practices be integrated into everyday activities and routines to reduce environmental impact?</p>	<p>What are some innovative approaches or technologies that can be used to promote sustainability and conservation efforts in various sectors?</p>	<p>In what ways can communities and organisations collaborate to implement sustainable solutions and address environmental challenges on a larger scale?</p>
<p>Application (to whom it is relevant)</p>	<p>Sustainability Awareness is relevant in the field of Environmental Science and Ecology, as these professionals research the environment and work on finding solutions for environmental challenges. Another domain of relevance could be the Sustainable Business Managers, who are responsible for integrating sustainability practices into business operations, ensuring responsible resource management and social/environmental considerations. At a meta level, Sustainability Awareness is important for Urban Planners in their projects to design and develop sustainable cities, incorporating green infrastructure and promoting sustainable transportation and energy systems.</p>		

<p>System thinking</p>			
<p>Systemic thinking competence refers to the capacity to comprehend and address the sustainability tasks by analysing and grasping the interconnectedness of societal, economic, and environmental systems. It involves discerning the interdependencies and feedback loops inherent within complex systems and employing this understanding to devise comprehensive and sustainable solutions.</p>			
<p>Knowledge</p>	<p>Intermediate</p> <p>A good understanding of the basic principles and concepts of systems thinking related to sustainability. Can recognize how social, economic, and environmental systems are interconnected and can anticipate the potential outcomes of interventions in complex systems.</p>	<p>Advanced</p> <p>Individuals deeply understand the fundamental theories and principles of systems thinking. They possess extensive knowledge of complex adaptive systems, including system dynamics and resilience. Moreover, they are skilled in analysing and interpreting data to identify patterns and trends within dynamic systems. They also have a comprehensive understanding of sustainability and how it</p>	<p>Expert</p> <p>Individuals have mastered advanced theories and models of systems thinking, such as nonlinear dynamics and chaos theory. They possess extensive knowledge of complex adaptive systems, including sophisticated network analysis and emergence. They are proficient in using advanced quantitative and qualitative methodologies to analyse complex systems and address sustainability challenges. Furthermore, they have the ability to critically evaluate</p>



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		relates to systemic thinking.	and integrate interdisciplinary research on complex systems and sustainability.
Key skills	Understand how different parts of a system are connected and how changes in one part can affect other parts.	Use models to study how complex systems behave, predict how they might change over time, and find opportunities to make a positive impact.	Guide others in thinking systemically, make decisions that consider the big picture and long-term effects, and help systems become more resilient in the face of challenges.
Responsibility and autonomy	Working under supervision and guidance, using systemic thinking principles and tools, and seeking guidance when facing complex sustainability challenges.	Independently analysing complex problems, proposing innovative and sustainable solutions, considering long-term implications, and collaborating with multidisciplinary teams.	Conducting intricate systemic analyses, developing comprehensive sustainability strategies, assuming leadership roles, advancing systemic thinking, and effectively communicating its significance to stakeholders and decision-makers.
Questions	How can we understand and analyse the important parts and connections within a complex system to make it sustainable? Can you give examples of simple cause-and-effect relationships in a system that affect sustainability? And how can we use simple tools like diagrams to learn more about sustainability challenges in a specific situation?	How can we deeply study complex systems related to sustainability, taking into account how different parts depend on each other, where we can make the most significant changes, and what new behaviours might arise? How do advanced tools like modelling and analysing networks help us understand how complex systems behave in terms of sustainability? And how can scenario analysis and sensitivity testing help us understand the effects and unintended outcomes of interventions in complex systems?	How can we thoroughly understand the connections, important points for change, and new behaviours that emerge in complex systems related to sustainability? How can tools like modelling or analysing networks help us simulate and understand how complex systems behave in terms of sustainability? How can scenario analysis and sensitivity testing help us assess the effects and unintended outcomes of interventions in complex systems? Can you share effective ways to explain complex ideas about systems to different groups of people?
Application	Systemic thinking is relevant to a wide range of individuals and professionals engaged in sustainable development and related fields. This includes environmental consultants,		





(to whom it is relevant)	policy makers, business entrepreneurs, educators, researchers, non-profit organisations, and community leaders. It helps them understand and address the interconnectedness of social, economic, and environmental systems, enabling them to analyse complex challenges, develop effective strategies, and advocate for sustainable outcomes.
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Anticipatory thinking

Anticipatory thinking is a forward-looking competence that involves envisioning future scenarios and planning to address potential sustainability challenges. It entails predicting potential outcomes and effects of actions, identifying risks, uncertainties, and opportunities related to sustainability, and making strategic decisions based on these predictions.

	Intermediate	Advanced	Expert
Knowledge	Understanding of basic sustainability principles and familiarity with prediction methods and foresight tools.	In-depth understanding of global sustainability trends, advanced foresight techniques, and strategic planning methodologies.	Comprehensive knowledge of global sustainability issues, predictive modelling, strategic decision-making processes, and the influence of various factors on future sustainability scenarios.
Key skills	Ability to identify future sustainability challenges and opportunities; basic skills in risk assessment and strategic planning.	Ability to develop and evaluate future sustainability scenarios; advanced skills in risk management and strategic decision-making.	Proficiency in predictive modelling and strategic planning; ability to lead development and implementation of sustainability strategies based on anticipatory thinking.
Responsibility and autonomy	Ability to independently identify potential sustainability issues and make recommendations for addressing them.	Responsibility for developing and implementing sustainability strategies based on anticipatory thinking; autonomy in decision-making processes.	Responsibility for leading organisation's sustainability initiatives based on anticipatory thinking; high level of autonomy in strategic decision-making.
Questions	Identifying potential future sustainability issues and developing plans to address them.	Developing and evaluating future sustainability scenarios; managing risks associated with these scenarios.	Leading the development and implementation of organisation-wide sustainability strategies based on anticipatory thinking.



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Application (to whom it is relevant)	Anticipatory thinking is relevant to various stakeholders, including policymakers, business leaders, sustainability consultants, educators, and individuals. It can be applied in different areas such as strategic planning, risk management, education, policy development, and personal decision-making.
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Normative Agency

Normative agency as a competence involves dealing with norms and ethics in promoting sustainability. It includes understanding, navigating, and influencing the social, cultural, and ethical dimensions of sustainability challenges, and acting in alignment with sustainability principles and values. It also involves recognizing ethical dilemmas, advocating for inclusive and just approaches, and demonstrating responsible behaviour in personal and professional contexts.

	Intermediate	Advanced	Expert
Knowledge	Describe the ethical dimension of sustainability. Define the relationship between entrepreneurship, sustainability and ethics.	List the ethical standards, values and principles that promote sustainability. Recognise the ethical dilemmas that arise in the process of sustainable entrepreneurship.	Explain the social, cultural and ethical dimensions of sustainable challenges. Identify the regulatory and ethical framework to be followed in sustainable entrepreneurship.
Key skills	Distinguish responsible behaviour in the personal and professional area. Act in accordance with the principles and values of sustainability.	Demonstrate responsible and ethical behaviours in the entrepreneurial stages. Integrate the norms, values and ethical principles that promote sustainability.	Apply inclusive and fair approaches. Review the social, cultural and ethical dimensions of our actions.
Responsibility and autonomy	Promote the norms, values and ethical principles of sustainability in entrepreneurship processes.	Assess the social, cultural and ethical effects of entrepreneurial actions.	Guide teams and individuals to face ethical dilemmas in a responsible way.
Questions	What is the ethical dimension of sustainability? How are entrepreneurship, ethics and sustainability related?	How do I know if I have an ethical dilemma? What can I do to integrate ethical norms, values and principles that promote sustainability?	In what ways can the social, cultural and ethical dimensions of sustainable challenges be explained? How can I identify a normative and ethical framework to



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<p>Application (to whom it is relevant)</p>	<p>How can I act according to the principles and values of sustainability? How can I promote the norms, values and ethical principles of sustainability in entrepreneurship processes?</p>	<p>How can I assess the effects of my entrepreneurial actions in social, cultural and ethical terms?</p>	<p>follow in sustainable entrepreneurship? What are inclusive and fair approaches and how can I apply and realise them? What can I do to lead teams responsibly when faced with ethical dilemmas?</p>
	<p>Normative Agency is relevant to a wide range of individuals and professionals engaged in sustainable development and related fields. This includes sustainability consultants, policy makers, business entrepreneurs, educators, researchers, non-profit organisations, and community leaders. It helps them understand and address the interconnectedness of social, economic, and environmental systems, enabling them to analyse complex</p>		

<p>Strategic thinking</p>			
<p>The strategic thinking competence encompasses the ability to analyse complex situations, anticipate future trends, and develop effective long-term plans to achieve specific goals or objectives. It involves thinking critically, considering multiple perspectives, and synthesising information to make informed decisions. Strategic thinkers possess a systemic and holistic perspective, enabling them to understand the bigger picture, identify opportunities, and navigate challenges while remaining adaptable and open to change. Their skills in strategic analysis, problem-solving, decision-making, and communication enable them to shape the direction of an organisation and drive its success in dynamic environments.</p>			
	<p>Intermediate</p>	<p>Advanced</p>	<p>Expert</p>
<p>Knowledge</p>	<p>Individuals have a foundational understanding of strategic thinking. They possess basic knowledge of industry trends, organisational capabilities, and strategic planning methodologies. They are familiar with basic analytical tools and frameworks used in strategic analysis.</p>	<p>Individuals have a comprehensive knowledge of their industry, including emerging trends, market dynamics, and competitive landscape. They have a deep understanding of strategic frameworks, such as SWOT analysis, Porter's Five Forces, or PESTEL analysis. They are well-versed in the latest research and insights related to strategic management.</p>	<p>Individuals possess extensive and specialised knowledge in strategic thinking. They have a deep understanding of industry-specific trends and can anticipate and navigate complex market dynamics. They are highly knowledgeable about advanced strategic models, methodologies, and cutting-edge research in the field. Their expertise allows them to provide thought leadership and shape the</p>





			strategic direction of organisations.
Key skills	<p>Individuals demonstrate basic skills in strategic thinking. They can analyse and evaluate information, identify patterns, and think critically when developing strategies. They possess basic problem-solving and decision-making skills, allowing them to contribute to strategic discussions and initiatives.</p>	<p>Individuals have honed their skills in strategic thinking. They are adept at conducting in-depth analysis, synthesise complex information, and evaluating multiple options. They possess advanced problem-solving skills and can develop creative and innovative solutions. Their decision-making skills are well-developed, and they can weigh risks and benefits effectively.</p>	<p>Individuals have exceptional skills in strategic thinking. They possess advanced critical thinking abilities, enabling them to anticipate trends, identify hidden opportunities, and analyse complex systems. They excel in problem-solving and can address highly intricate challenges. Their decision-making skills are highly refined, allowing them to make sound judgments in complex and ambiguous situations.</p>
Responsibility and autonomy	<p>Individuals demonstrate a basic level of responsibility and autonomy in strategic thinking. They contribute to strategic discussions, take ownership of assigned tasks, and work collaboratively with others. They seek guidance from senior leaders and follow established protocols and guidelines.</p>	<p>Individuals have a higher degree of responsibility and autonomy. They actively participate in strategic planning, take ownership of initiatives, and provide guidance and direction to others. They have the authority to make strategic decisions within their designated areas of responsibility.</p>	<p>Individuals have a high level of responsibility and autonomy in strategic thinking. They lead strategic initiatives, set the strategic agenda, and provide guidance to senior leaders. They have the authority to make critical decisions that shape the organisation's direction and have a significant impact on its success.</p>
Questions	<p>How would you gather and analyse relevant market data to identify potential opportunities and threats for your organisation? What strategies would you employ to assess the strengths and weaknesses of your</p>	<p>How would you conduct a comprehensive analysis of the competitive landscape, including competitor profiling and market segmentation? What methodologies or tools would you employ to assess the potential impact of industry trends</p>	<p>How would you leverage advanced data analytics and market research techniques to gain deeper insights into customer behaviours and preferences? What methods or models would you use to evaluate complex business scenarios and make informed strategic decisions?</p>





<p>Application (to whom it is relevant)</p>	<p>organisation and its competitive position? How would you use basic strategic frameworks, such as SWOT analysis, to inform your decision-making process? What steps would you take to stay informed about industry trends and developments that may impact your organisation in the near future? How would you align your strategic goals with emerging customer needs and demands? How can you anticipate and prepare for potential disruptions or changes in the market environment?</p>	<p>on your organisation's strategic goals? How can you identify and analyse emerging opportunities or threats that are not immediately apparent? How would you develop a long-term vision and strategic roadmap that aligns with anticipated future trends and developments? What strategies would you employ to foster innovation and continuous improvement within your organisation? How can you balance short-term objectives with long-term sustainability and growth goals?</p>	<p>How can you assess and incorporate geopolitical, socio-economic, and technological factors into your strategic analysis? How would you actively shape and influence the industry landscape through thought leadership and industry partnerships? What strategies would you implement to foster a culture of continuous innovation and disrupt traditional business models? How can you anticipate and navigate long-term challenges, such as sustainability issues or global macroeconomic trends?</p>
	<p>The application of the strategic thinking competency spans across various areas of activity and levels of duties within an organisation. Strategic thinkers are valuable contributors in strategic planning and decision-making processes, where they analyse internal and external factors, identify opportunities, and assess risks. They play a crucial role in setting the direction and goals of an organisation, aligning them with its vision and mission. Strategic thinkers are also responsible for monitoring industry trends, anticipating market changes, and developing innovative strategies to stay ahead of the competition. Their expertise extends to areas such as business development, resource allocation, performance evaluation, and continuous improvement. At higher levels of duties, strategic thinkers take on leadership roles, guiding the organisation through complex transitions, ensuring effective execution of strategies, and fostering a culture of strategic agility and innovation. They collaborate with cross-functional teams, engage stakeholders, and communicate the strategic vision to drive organisational success. Overall, the application of strategic thinking competency cuts across all levels and functional areas of an organisation, playing a pivotal role in shaping its long-term growth and sustainability.</p>		

Individual initiative



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Individual initiative as a competence involves self-awareness, self-motivation, taking proactive actions, and identifying one's own potential to contribute to sustainability. It includes recognizing personal strengths, setting goals, taking ownership of sustainability-related tasks, and being proactive and self-reflective in advancing sustainability objectives.

	Intermediate	Advanced	Expert
Knowledge	<p>Understand basic principles and concepts of sustainability, including sustainable development goals, environmental conservation and responsible practices. Be aware of global and local sustainability issues, such as climate change, water consumption etc. Be familiar with sustainable practices in different sectors, e.g. sustainable energy, circular economy, water footprint etc. Be familiar with personal ecological impact and how individual behaviour can contribute to sustainability Be familiar with relevant stakeholders involved in sustainability</p>	<p>Have a comprehensive knowledge of complex sustainability challenges, their roots and their impact. Have knowledge of innovative sustainable technologies, emerging trends and best practices, from different sectors Be aware of policy and regulatory frameworks and global and local level, such as environmental and sustainability standards, laws and recommendations. Have an advanced understanding of how to involve stakeholders, foster cooperation and mobilise support Be aware of ethical considerations and social responsibility</p>	<p>Be able to analyse complex sustainability challenges and identify potential solutions Have expert knowledge in latest research and innovation connected to sustainability Be an expert in Sustainable Development Goals and be able to align national agendas with sustainable initiatives Be an expert in policy and influencing decision makers to promote sustainability</p>
Key skills	<p>Set specific and achievable personal sustainable goals Seek opportunities to contribute to sustainability Be self-motivated and manage time efficiently Identify problems and challenges to fulfil your objectives</p>	<p>Plan and manage sustainability projects Build networks of stakeholders Communicate effectively your goals Make sustainable strategic decisions Consider the impact of your actions at local and global level</p>	<p>Have leadership skills and guide teams Evaluate the impact of actions taken Be an adaptive negotiator and influence policy makers Anticipate future change and challenges Establish strategic partnerships with stakeholders Be resilient and adaptive</p>





Responsibility and autonomy	<p>Self-reflect on actions performed by oneself and their effect on sustainability Be adaptive and learn from experience</p>	<p>Make ethical decisions</p>	
	<p>Be able to work independently on initiatives and take ownership of tasks Take proactive actions Seek guidance from experts</p>	<p>Take ownership of a project and guide other team members Handle complex problems related to a project Take advantage of innovative technology Invest in your professional development and knowledge Facilitate a sustainability workshop</p>	<p>Be a mentor and guide others in sustainability Develop a strategic plan for sustainability Be a leader and influence policy makers Be a sustainability advisor Collaborate with policymakers</p>
	<p>Questions</p> <p>What sustainable practices or initiatives can I implement? How can I prioritise tasks? What steps do I need to take to fulfil the objectives of sustainability?</p>	<p>How can I attract and collaborate with stakeholders for sustainability initiatives? How can I bring innovation in addressing sustainability issues? How do I generate impact from my initiative?</p>	<p>How do you envision the future results of your initiative? Which are my good examples which I can share with other individuals? Which complex decisions have I made?</p>
Application (to whom it is relevant)	<ul style="list-style-type: none"> • Professionals such as sustainability managers, environmental consultants, and professionals working in green organisations. This competence can help them plan and manage innovative sustainability projects and initiatives. • Entrepreneurs and SME owners who aim to incorporate sustainability into their organisations. Individual initiative can help them identify and implement sustainable practices and solutions. • Educators, teachers and trainers, who can help students develop their own competences in sustainability and help them build a green mindset. • Policy Makers working on sustainability-related issues can apply individual initiative to promote and lead sustainable policy changes. • Students can develop individual initiatives to actively participate in sustainability-related projects and activities. • Non-Profit Organisations focusing on sustainability. 		





Interpersonal interaction

Interpersonal action competence concerns an individual's capacity to engage in effective and meaningful social interactions that promote sustainable practices and values. It involves the ability to communicate and collaborate with others, build partnerships, and influence behaviour towards sustainable outcomes. It requires understanding and addressing the social, economic, and environmental dimensions of sustainability, while fostering a sense of collective responsibility and empowerment to drive positive change

	Intermediate	Advanced	Expert
Knowledge	<p>Recognise key sustainability concepts and their social implications</p> <p>Understand the importance of effective communication in promoting sustainability awareness</p> <p>Describe the principles and strategies of effective communication to promote sustainable practices and engage stakeholders</p>	<p>Outline complex sustainability challenges from diverse perspectives</p> <p>Select communication techniques to engage stakeholders in sustainability discussions</p> <p>Recognise holistic perspectives to promote comprehensive sustainable solutions</p>	<p>Define new approaches for fostering sustainable behaviour change through communication</p> <p>Reflect on advanced sustainability concepts, emerging trends, and innovative solutions</p> <p>Outline sustainability initiatives involving diverse stakeholders</p>
Key skills	<p>Identify sustainable communication strategies for engaging diverse audiences</p> <p>Utilise active listening skills and effective communication techniques to engage in sustainability discussions</p>	<p>Design comprehensive sustainability communication plans for targeted impact</p> <p>Apply facilitation and negotiation skills to foster collaboration in sustainability initiatives</p>	<p>Plan and apply transformative sustainability workshops for diverse global audiences</p> <p>Demonstrate strong leadership and influencing skills to drive systemic change and mobilise communities towards sustainable actions</p>
Responsibility and autonomy	<p>Display awareness of sustainable practices by incorporating them into personal practices</p> <p>Collaborate, actively seeking opportunities to work together with others towards sustainable solutions</p>	<p>Integrate sustainability considerations into personal and professional decision frameworks</p> <p>Negotiate effectively to influence stakeholders towards sustainable decision-making</p>	<p>Advocate for systemic change by influencing policies aligned with sustainability goals</p> <p>Influence behavioural change, motivating and empowering individuals and communities to drive significant positive</p>





	<p>Practise responsible resource management to align with sustainability principles</p>	<p>Guide teams or communities towards sustainable goals</p>	<p>change towards sustainability goals</p>
<p>Questions</p>	<p>How can I improve my active listening skills to better understand others' perspectives in interpersonal interactions? What strategies can I employ to effectively communicate sustainability concepts and initiatives to different audiences? How can I navigate and resolve conflicts that may arise when working collaboratively on sustainability projects?</p>	<p>How can I leverage my interpersonal skills to build strong partnerships and collaborations across different sectors for more impactful sustainability initiatives? How can I apply empathy and cultural sensitivity to bridge gaps and foster inclusivity in sustainability efforts? In what ways can I actively engage and involve stakeholders in decision-making processes to ensure their voices are heard and valued in sustainability projects?</p>	<p>How can I lead and inspire teams to embrace sustainability as a core value and integrate it into their everyday actions and decision-making? How can I influence and mobilise broader communities or organisations towards sustainable practices through effective interpersonal communication and strategic advocacy? What approaches can I take to mentor and empower emerging sustainability leaders, encourage their interpersonal competences and drive their own impactful initiatives?</p>
<p>Application (to whom it is relevant)</p>	<p>Regardless of their exact jobs or areas of activity, a wide range of people involved in sustainable development can benefit from this competence:</p> <ul style="list-style-type: none"> • Sustainability professionals, such as sustainability managers, coordinators, or consultants to effectively communicate sustainability goals, engage stakeholders, and drive collaboration for sustainable practices; • Educators and trainers to effectively engage learners, facilitate discussions, and inspire behaviour change towards sustainable practices; • Business leaders and managers to engage employees, communicate sustainability strategies, and foster a culture of sustainability within their teams and across the organisation; • Policymakers to engage stakeholders, negotiate policy changes, and foster collaboration to address sustainability challenges at regional, national, and international levels; • Community leaders to mobilise community members, facilitate dialogue, and empower others to act towards sustainable development at the public level 		





11.2. Deutsch

Nachhaltigkeitsbewusstsein

Nachhaltigkeitsbewusstsein umfasst ein tiefgreifendes Verständnis der ökologischen Herausforderungen und der Bedeutung nachhaltiger Praktiken, um diese wirksam anzugehen. Es bedeutet, ein hohes Maß an Nachhaltigkeitsbewusstsein zu beweisen und ein tiefes Verständnis für Umweltprobleme, ihre Auswirkungen und die Notwendigkeit nachhaltiger Praktiken zu ihrer Abmilderung zu zeigen. Es bedeutet, dass man der Nachhaltigkeit stets Vorrang einräumt, aktiv nach Möglichkeiten sucht, umweltfreundliche Lösungen einzubeziehen, und sich für verantwortungsvolle Konsum- und Produktionsmethoden einsetzt, während man gleichzeitig Fairness unterstützt und den Naturschutz fördert.

	Mittelstufe	Fortgeschritten	Expert
Wissen	ein Verständnis für Nachhaltigkeit, einschließlich ökologischer Herausforderungen und der Bedeutung nachhaltiger Praktiken, zu besitzen	Bewusstsein und Engagement für den Naturschutz, einschließlich der Erhaltung der biologischen Vielfalt, der Wiederherstellung von Ökosystemen und des verantwortungsvollen Umgangs mit Ressourcen.	Anerkennung und aktive Unterstützung von Naturschutzinitiativen, Befürwortung des Schutzes von Lebensräumen und Förderung einer nachhaltigen Beziehung zwischen Mensch und Umwelt.
Schlüssel-kompetenzen	Nachhaltigkeit im täglichen Leben zu praktizieren, indem Energie-, Abfall- und Wasserverbrauch reduziert werden. Nachhaltige Lösungen in verschiedenen Umgebungen wie Haushalten, Schulen und lokalen Unternehmen bewerten und vorschlagen.	Entwicklung und Umsetzung nachhaltiger Strategien für Organisationen unter Berücksichtigung der Umwelt, der Gesellschaft und der Wirtschaft. Kompetente Bewertung der Umweltauswirkungen und Entwicklung innovativer Lösungen zur Verringerung dieser Auswirkungen bei Großprojekten.	Entwicklung und Umsetzung von Nachhaltigkeitsprogrammen für erneuerbare Energien, Abfallmanagement und Nachhaltigkeit. Verständnis für die internationale Umweltpolitik und Befürwortung der globalen Nachhaltigkeit.
Verantwortung und Autonomie	Bewertung und Verbesserung der Umweltauswirkungen lokaler Unternehmen und Förderung nachhaltiger Praktiken. Aufklärung und Einbindung der	Entwicklung und Umsetzung umfassender Nachhaltigkeitsprojekte in den Bereichen Stadtplanung, Infrastruktur und Regionalpolitik. Analyse von Produktlebenszyklen,	Entwurf und Überwachung großer Nachhaltigkeitsprogramme, die Veränderungen in verschiedenen Sektoren fördern. Beeinflussung der globalen Politik und Befürwortung



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Fragen	Gemeinschaft in umweltfreundliche Gewohnheiten durch Workshops und Kampagnen.	Aufspüren von Möglichkeiten des Ökodesigns und Vorschlägen nachhaltiger Alternativen.	nachhaltiger Praktiken mit Hilfe von Fachwissen über internationale Umweltpolitik.
	Wie können nachhaltige Praktiken in alltägliche Aktivitäten und Routinen integriert werden, um die Umweltbelastung zu verringern?	Welche innovativen Ansätze oder Technologien können zur Förderung von Nachhaltigkeit und Umweltschutz in verschiedenen Sektoren eingesetzt werden?	Wie können Gemeinschaften und Organisationen zusammenarbeiten, um nachhaltige Lösungen umzusetzen und Umweltprobleme in größerem Maßstab anzugehen?
Anwendung (für wen ist es relevant)	Das Nachhaltigkeitsbewusstsein ist im Bereich der Umweltwissenschaften und der Ökologie von Bedeutung, da diese Fachleute die Umwelt erforschen und an der Suche nach Lösungen für Umweltprobleme arbeiten. Ein weiterer relevanter Bereich könnten die NachhaltigkeitsmanagerInnen sein, die für die Integration von Nachhaltigkeitspraktiken in den Geschäftsbetrieb verantwortlich sind und ein verantwortungsvolles Ressourcenmanagement sowie soziale und ökologische Überlegungen sicherstellen. Auf einer Metaebene ist das Nachhaltigkeitsbewusstsein für Stadtplaner bei ihren Projekten zur Planung und Entwicklung nachhaltiger Städte, zur Einbeziehung grüner Infrastruktur und zur Förderung nachhaltiger Verkehrs- und Energiesysteme wichtig.		

Systemdenken			
Die Kompetenz des Systemdenkens bezieht sich auf die Fähigkeit, die Aufgaben der Nachhaltigkeit zu verstehen und zu bewältigen, indem man die Verflechtung von Gesellschafts-, Wirtschafts- und Umweltsystemen analysiert und begreift. Es geht darum, die Abhängigkeiten und Rückkopplungsschleifen komplexer Systeme zu erkennen und dieses Verständnis zu nutzen, um umfassende und nachhaltige Lösungen zu entwickeln.			
Wissen	Mittelstufe	Fortgeschritten	Expert
	Ein gutes Verständnis der grundlegenden Prinzipien und Konzepte des Systemdenkens in Bezug auf Nachhaltigkeit. Kann erkennen, wie soziale, wirtschaftliche und ökologische Systeme miteinander verbunden sind, und kann die	Personen haben ein tiefes Verständnis der grundlegenden Theorien und Prinzipien des Systemdenkens. Sie verfügen über umfassendes Wissen über komplexe adaptive Systeme, einschließlich Systemdynamik und	Menschen, die fortgeschrittene Theorien und Modelle des Systemdenkens beherrschen, wie etwa nichtlineare Dynamik und Chaostheorie. Sie verfügen über umfassende Kenntnisse komplexer adaptiver Systeme, einschließlich anspruchsvoller Netzwerkanalysen und





	<p>möglichen Ergebnisse von Eingriffen in komplexe Systeme vorhersehen.</p>	<p>Widerstandsfähigkeit. Außerdem sind sie in der Lage, Daten zu analysieren und zu interpretieren, um Muster und Trends in dynamischen Systemen zu erkennen. Sie verfügen auch über ein umfassendes Verständnis von Nachhaltigkeit und ihrer Beziehung zum Systemdenken.</p>	<p>Emergenz. Sie beherrschen die Anwendung fortgeschrittener quantitativer und qualitativer Methoden zur Analyse komplexer Systeme und zur Bewältigung von Nachhaltigkeitsproblemen. Darüber hinaus sind sie in der Lage, interdisziplinäre Forschung zu komplexen Systemen und Nachhaltigkeit kritisch zu bewerten und zu integrieren.</p>
<p>Schlüssel-kompetenzen</p>	<p>Verstehen, wie verschiedene Teile eines Systems miteinander verbunden sind und wie sich Veränderungen in einem Teil auf andere Teile auswirken können.</p>	<p>Verwendung von Modellen zur Untersuchung des Verhaltens komplexer Systeme, zur Vorhersage ihrer möglichen Veränderungen im Laufe der Zeit und zur Suche nach Möglichkeiten, einen positiven Einfluss auszuüben.</p>	<p>Andere dazu anzuleiten, systemisch zu denken, Entscheidungen zu treffen, die das große Ganze und die langfristigen Auswirkungen berücksichtigen, und Systemen zu helfen, angesichts von Herausforderungen widerstandsfähiger zu werden.</p>
<p>Verantwortung und Autonomie</p>	<p>Arbeit unter Aufsicht und Anleitung, Anwendung von Grundsätzen und Werkzeugen des Systemdenkens und Einholung von Ratschlägen bei der Bewältigung komplexer Herausforderungen im Bereich der Nachhaltigkeit.</p>	<p>Eigenständig komplexe Probleme zu analysieren, innovative und nachhaltige Lösungen vorzuschlagen, langfristige Auswirkungen zu berücksichtigen und mit multidisziplinären Teams zusammenzuarbeiten.</p>	<p>Durchführung komplexer systemischer Analysen, Entwicklung umfassender Nachhaltigkeitsstrategien, Übernahme von Führungsrollen, Förderung des Systemdenkens und wirksame Vermittlung seiner Bedeutung an Interessengruppen und EntscheidungsträgerInnen.</p>
<p>Fragen</p>	<p>Wie können wir die wichtigen Teile und Verbindungen innerhalb eines komplexen Systems verstehen und analysieren, um es nachhaltig zu machen? Können Sie Beispiele für einfache</p>	<p>Wie können wir komplexe Systeme im Zusammenhang mit der Nachhaltigkeit eingehend untersuchen und dabei berücksichtigen, wie die verschiedenen Teile voneinander abhängen, wo wir die größten</p>	<p>Wie können wir die Zusammenhänge, wichtige Punkte für Veränderungen und neue Verhaltensweisen, die in komplexen Systemen im Zusammenhang mit der Nachhaltigkeit entstehen, gründlich verstehen? Wie können Werkzeuge wie die</p>





<p>Anwendung (für wen ist es relevant)</p>	<p>Ursache-Wirkungs-Beziehungen in einem System nennen, die sich auf die Nachhaltigkeit auswirken? Und wie können wir einfache Werkzeuge wie Diagramme nutzen, um mehr über die Herausforderungen der Nachhaltigkeit in einer bestimmten Situation zu erfahren?</p>	<p>Veränderungen vornehmen können und welche neuen Verhaltensweisen entstehen könnten? Wie helfen uns fortschrittliche Instrumente wie die Modellierung und Analyse von Netzwerken zu verstehen, wie sich komplexe Systeme im Hinblick auf die Nachhaltigkeit verhalten? Und wie können uns Szenarioanalysen und Sensitivitätsprüfungen helfen, die Auswirkungen und unbeabsichtigten Folgen von Eingriffen in komplexe Systeme zu verstehen?</p>	<p>Modellierung oder Analyse von Netzwerken uns dabei helfen, zu simulieren und zu verstehen, wie sich komplexe Systeme im Hinblick auf die Nachhaltigkeit verhalten? Wie können uns Szenarioanalysen und Sensitivitätstests dabei helfen, die Auswirkungen und unbeabsichtigten Folgen von Interventionen in komplexen Systemen zu bewerten? Können Sie effektive Wege aufzeigen, wie man komplexe Ideen über Systeme verschiedenen Personengruppen erklären kann?</p>
	<p>Systemdenken ist für ein breites Spektrum von Personen und Fachleuten relevant, die sich mit nachhaltiger Entwicklung und verwandten Bereichen befassen. Dazu gehören UmweltberaterInnen, politische EntscheidungsträgerInnen, UnternehmerInnen, PädagogInnen, ForscherInnen, Non-Profit-Organisationen und GemeindeleiterInnen. Es hilft ihnen, die Verflechtung von Sozial-, Wirtschafts- und Umweltsystemen zu verstehen und anzugehen, so dass sie in der Lage sind, komplexe Herausforderungen zu analysieren, wirksame Strategien zu entwickeln und sich für nachhaltige Ergebnisse einzusetzen.</p>		

<p>Antizipatorisches Denken</p>			
<p>Antizipatorisches Denken ist eine vorausschauende Kompetenz, bei der es darum geht, sich Zukunftsszenarien vorzustellen und die Bewältigung potenzieller Herausforderungen der Nachhaltigkeit zu planen. Sie beinhaltet die Vorhersage möglicher Ergebnisse und Auswirkungen von Maßnahmen, die Identifizierung von Risiken, Unsicherheiten und Chancen im Zusammenhang mit der Nachhaltigkeit und das Treffen strategischer Entscheidungen auf der Grundlage dieser Vorhersagen.</p>			
<p>Wissen</p>	<p>Mittelstufe</p>	<p>Fortgeschritten</p>	<p>Expert</p>
	<p>Verständnis grundlegender Nachhaltigkeitsprinzipien</p>	<p>Gründliches Verständnis globaler Nachhaltigkeitstrends,</p>	<p>Umfassendes Wissen über globale Nachhaltigkeitsthemen,</p>



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<p>Schlüssel-kompetenzen</p> <p>Verantwortung und Autonomie</p> <p>Fragen</p> <p>Anwendung (für wen ist es relevant)</p>	<p>und Vertrautheit mit Prognosemethoden und Werkzeugen der Zukunftsforschung.</p>	<p>fortgeschrittene Vorausschau-Techniken und Methoden der strategischen Planung.</p>	<p>Prognosemodelle, strategische Entscheidungsprozesse und den Einfluss verschiedener Faktoren auf zukünftige Nachhaltigkeitsszenarien.</p>
	<p>Fähigkeit, künftige Herausforderungen und Chancen für die Nachhaltigkeit zu erkennen; Grundkenntnisse in Risikobewertung und strategischer Planung.</p>	<p>Fähigkeit zur Entwicklung und Bewertung künftiger Nachhaltigkeitsszenarien; fortgeschrittene Fähigkeiten im Risikomanagement und in der strategischen Entscheidungsfindung.</p>	<p>Beherrschung von Prognosemodellen und strategischer Planung; Fähigkeit, die Entwicklung und Umsetzung von Nachhaltigkeitsstrategien auf der Grundlage von vorausschauendem Denken zu leiten.</p>
	<p>Fähigkeit, selbstständig potenzielle Nachhaltigkeitsprobleme zu ermitteln und Empfehlungen zu deren Lösung zu geben.</p>	<p>Verantwortung für die Entwicklung und Umsetzung von Nachhaltigkeitsstrategien auf der Grundlage vorausschauenden Denkens; Autonomie bei Entscheidungsprozessen.</p>	<p>Verantwortung für die Leitung von Nachhaltigkeitsinitiativen der Organisation auf der Grundlage vorausschauenden Denkens; hohes Maß an Autonomie bei strategischen Entscheidungen.</p>
	<p>Identifizierung potenzieller zukünftiger Nachhaltigkeitsprobleme und Entwicklung von Plänen zu deren Lösung.</p>	<p>Entwicklung und Bewertung von Zukunftsszenarien für die Nachhaltigkeit; Management der mit diesen Szenarien verbundenen Risiken.</p>	<p>Leitung der Entwicklung und Umsetzung von unternehmensweiten Nachhaltigkeitsstrategien auf der Grundlage von vorausschauendem Denken.</p>
<p>Antizipatorisches Denken ist für verschiedene Interessengruppen relevant, darunter politische EntscheidungsträgerInnen, WirtschaftsführerInnen, Nachhaltigkeits-beraterInnen, PädagogInnen und Einzelpersonen. Es kann in verschiedenen Bereichen wie der strategischen Planung, dem Risikomanagement, der Bildung, der Politikentwicklung und der persönlichen Entscheidungsfindung eingesetzt werden.</p>			

Normative Handeln



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Normatives Handeln als Kompetenz beinhaltet den Umgang mit Normen und Ethik bei der Förderung von Nachhaltigkeit. Sie umfasst das Verstehen, Navigieren und Beeinflussen der sozialen, kulturellen und ethischen Dimensionen von Nachhaltigkeits Herausforderungen und das Handeln im Einklang mit den Prinzipien und Werten der Nachhaltigkeit. Es geht auch darum, ethische Dilemmata zu erkennen, für integrative und gerechte Ansätze zu befürworten und verantwortungsbewusstes Verhalten in persönlichen und beruflichen Kontexten zu zeigen.

	Mittelstufe	Fortgeschritten	Expert
Wissen	Beschreiben Sie die ethische Dimension der Nachhaltigkeit. Definieren Sie die Beziehung zwischen Unternehmertum, Nachhaltigkeit und Ethik.	Auflistung der ethischen Normen, Werte und Grundsätze, die die Nachhaltigkeit fördern. Erkennen der ethischen Dilemmata, die im Prozess des nachhaltigen Unternehmertums entstehen.	Erläuterung der sozialen, kulturellen und ethischen Dimensionen nachhaltiger Herausforderungen. Identifizierung des rechtlichen und ethischen Rahmens, der bei nachhaltigem Unternehmertum zu beachten ist.
Schlüssel-kompetenzen	Verantwortungsbewusstes Verhalten im persönlichen und beruflichen Bereich zu erkennen. Handeln im Einklang mit den Prinzipien und Werten der Nachhaltigkeit.	Demonstration von verantwortungsvollem und ethischem Verhalten in den unternehmerischen Phasen. Integration der Normen, Werte und ethischen Grundsätze, die die Nachhaltigkeit fördern.	Anwendung integrativer und fairer Ansätze. Überprüfung der sozialen, kulturellen und ethischen Dimensionen unseres Handelns.
Verantwortung und Autonomie	Förderung der Normen, Werte und ethischen Grundsätze der Nachhaltigkeit in unternehmerischen Prozessen.	Bewertung der sozialen, kulturellen und ethischen Auswirkungen unternehmerischen Handelns.	Anleitung von Teams und Einzelpersonen zum verantwortungsvollen Umgang mit ethischen Dilemmata.
Fragen	Was ist die ethische Dimension der Nachhaltigkeit? Wie hängen Unternehmertum, Ethik und Nachhaltigkeit zusammen? Wie kann ich nach den Prinzipien und Werten der Nachhaltigkeit handeln?	Wie erkenne ich, ob ich mich in einem ethischen Dilemma befinde? Was kann ich tun, um ethische Normen, Werte und Prinzipien zu integrieren, die die Nachhaltigkeit fördern? Wie kann ich die Auswirkungen meines	Wie lassen sich die sozialen, kulturellen und ethischen Dimensionen der nachhaltigen Herausforderungen erklären? Wie kann ich einen normativen und ethischen Rahmen für nachhaltiges Unternehmertum finden?





<p>Anwendung (für wen ist es relevant)</p>	<p>Wie kann ich die Normen, Werte und ethischen Grundsätze der Nachhaltigkeit in unternehmerischen Prozessen fördern?</p>	<p>unternehmerischen Handelns in sozialer, kultureller und ethischer Hinsicht bewerten?</p>	<p>Was sind integrative und faire Ansätze und wie kann ich sie anwenden und umsetzen? Was kann ich tun, um Teams verantwortungsvoll zu führen, wenn ich mit ethischen Dilemmata konfrontiert werde?</p>
	<p>Normative Agency ist für ein breites Spektrum von Personen und Fachleuten relevant, die sich mit nachhaltiger Entwicklung und verwandten Bereichen befassen. Dazu gehören Nachhaltigkeitsberater, politische Entscheidungsträger, Unternehmer, Pädagogen, Forscher, gemeinnützige Organisationen und Gemeindeleiter. Es hilft ihnen, die Verflechtung sozialer, wirtschaftlicher und ökologischer Systeme zu verstehen und anzusprechen, so dass sie in der Lage sind, komplexe Zusammenhänge zu analysieren.</p>		

<p>Strategisches Denken</p>			
<p>Die Kompetenz des strategischen Denkens umfasst die Fähigkeit, komplexe Situationen zu analysieren, zukünftige Trends zu antizipieren und wirksame langfristige Pläne zu entwickeln, um bestimmte Ziele zu erreichen. Sie beinhaltet kritisches Denken, die Berücksichtigung mehrerer Perspektiven und die Synthese von Informationen, um fundierte Entscheidungen zu treffen. Strategische Denker verfügen über eine systemische und ganzheitliche Sichtweise, die es ihnen ermöglicht, das Gesamtbild zu verstehen, Chancen zu erkennen und Herausforderungen zu bewältigen und dabei anpassungsfähig und offen für Veränderungen zu bleiben. Ihre Fähigkeiten in den Bereichen strategische Analyse, Problemlösung, Entscheidungsfindung und Kommunikation ermöglichen es ihnen, die Richtung einer Organisation zu bestimmen und ihren Erfolg in einem dynamischen Umfeld zu fördern.</p>			
<p>Wissen</p>	<p>Mittelstufe</p>	<p>Fortgeschritten</p>	<p>Expert</p>
	<p>Menschen haben ein grundlegendes Verständnis für strategisches Denken. Sie verfügen über grundlegende Kenntnisse über Branchentrends, organisatorische Fähigkeiten und Methoden der strategischen Planung. Sie sind mit grundlegenden analytischen Werkzeugen und</p>	<p>Menschen verfügen über ein umfassendes Wissen über ihre Branche, einschließlich neuer Trends, Marktdynamik und Wettbewerbsumfeld. Sie verfügen über ein tiefgreifendes Verständnis strategischer Rahmenwerke wie der SWOT-Analyse, Porters Fünf-Faktoren-Analyse oder der PESTEL-Analyse. Sie sind mit den neuesten Forschungsergebnissen</p>	<p>Menschen mit umfassenden und spezialisierten Kenntnissen in strategischem Denken. Sie haben ein tiefes Verständnis für branchenspezifische Trends und können komplexe Marktdynamiken vorhersehen und steuern. Sie kennen sich bestens mit fortschrittlichen strategischen Modellen, Methoden und der Spitzenforschung auf diesem Gebiet aus. Dank ihres Fachwissens sind sie in der</p>





Schlüssel-kompetenzen	<p>Rahmenwerken vertraut, die bei der strategischen Analyse verwendet werden.</p>	<p>und Erkenntnissen im Bereich des strategischen Managements bestens vertraut.</p>	<p>Lage, als Vordenker aufzutreten und die strategische Ausrichtung von Unternehmen zu gestalten.</p>
	<p>Menschen zeigen grundlegende Fähigkeiten im strategischen Denken. Sie können Informationen analysieren und bewerten, Muster erkennen und bei der Entwicklung von Strategien kritisch denken. Sie verfügen über grundlegende Problemlösungs- und Entscheidungsfähigkeiten, die es ihnen ermöglichen, zu strategischen Diskussionen und Initiativen beizutragen.</p>	<p>Menschen haben ihre Fähigkeiten im strategischen Denken verfeinert. Sie sind in der Lage, tiefgreifende Analysen durchzuführen, komplexe Informationen zusammenzufassen und mehrere Optionen zu bewerten. Sie verfügen über fortgeschrittene Problemlösungsfähigkeiten und können kreative und innovative Lösungen entwickeln. Ihre Entscheidungsfähigkeit ist gut entwickelt, und sie können Risiken und Vorteile effektiv abwägen.</p>	<p>Menschen verfügen über außergewöhnliche Fähigkeiten im strategischen Denken. Sie verfügen über fortgeschrittene Fähigkeiten zum kritischen Denken, die es ihnen ermöglichen, Trends zu antizipieren, verborgene Chancen zu erkennen und komplexe Systeme zu analysieren. Sie zeichnen sich durch hervorragende Problemlösungskompetenz aus und sind in der Lage, sehr komplexe Herausforderungen zu bewältigen. Sie verfügen über eine ausgeprägte Entscheidungsfähigkeit, die es ihnen ermöglicht, in komplexen und mehrdeutigen Situationen fundierte Urteile zu fällen.</p>
	<p>Menschen zeigen ein grundlegendes Maß an Verantwortung und Autonomie im strategischen Denken. Sie tragen zu strategischen Diskussionen bei, übernehmen die Verantwortung für die ihnen zugewiesenen Aufgaben und arbeiten mit anderen zusammen. Sie lassen sich von leitenden Angestellten beraten und befolgen festgelegte Protokolle und Richtlinien.</p>	<p>Menschen haben ein höheres Maß an Verantwortung und Autonomie. Sie beteiligen sich aktiv an der strategischen Planung, übernehmen die Verantwortung für Initiativen und geben anderen Anleitung und Orientierung. Sie haben die Befugnis, strategische Entscheidungen in den ihnen zugewiesenen Verantwortungsbereichen zu treffen.</p>	<p>Menschen haben ein hohes Maß an Verantwortung und Autonomie im strategischen Denken. Sie leiten strategische Initiativen, legen die strategische Agenda fest und geben den leitenden Angestellten Orientierungshilfen. Sie haben die Befugnis, wichtige Entscheidungen zu treffen, die die Richtung der Organisation bestimmen und einen erheblichen Einfluss auf ihren Erfolg haben.</p>
Verantwortung und Autonomie			





<p>Fragen</p>	<p>Wie würden Sie relevante Markt- und Wettbewerbsdaten sammeln und analysieren, um potenzielle Chancen und Bedrohungen für Ihr Unternehmen zu ermitteln? Welche Strategien würden Sie anwenden, um die Stärken und Schwächen Ihres Unternehmens und seine Wettbewerbsposition zu bewerten? Wie würden Sie grundlegende strategische Rahmenwerke wie die SWOT-Analyse nutzen, um Ihren Entscheidungsprozess zu unterstützen? Welche Maßnahmen würden Sie ergreifen, um sich über Branchentrends und Entwicklungen zu informieren, die sich in naher Zukunft auf Ihr Unternehmen auswirken könnten? Wie würden Sie Ihre strategischen Ziele mit neuen Kundenbedürfnissen und -anforderungen in Einklang bringen? Wie können Sie potenzielle Störungen oder Veränderungen des Marktumfelds vorhersehen und sich darauf vorbereiten?</p>	<p>Wie würden Sie eine umfassende Analyse der Wettbewerbslandschaft durchführen, einschließlich der Erstellung von Wettbewerberprofilen und Marktsegmentierung? Welche Methoden oder Werkzeuge würden Sie einsetzen, um die potenziellen Auswirkungen von Branchentrends auf die strategischen Ziele Ihres Unternehmens zu bewerten? Wie können Sie aufkommende Chancen oder Bedrohungen, die nicht sofort erkennbar sind, identifizieren und analysieren? Wie würden Sie eine langfristige Vision und einen strategischen Fahrplan entwickeln, der sich an den erwarteten künftigen Trends und Entwicklungen orientiert? Welche Strategien würden Sie anwenden, um Innovation und kontinuierliche Verbesserung innerhalb Ihrer Organisation zu fördern? Wie können Sie kurzfristige Ziele mit langfristigen Nachhaltigkeits- und Wachstumszielen in Einklang bringen?</p>	<p>Wie würden Sie fortschrittliche Datenanalyse- und Marktforschungstechniken nutzen, um tiefere Einblicke in das Kundenverhalten und die Kundenpräferenzen zu gewinnen? Welche Methoden oder Modelle würden Sie verwenden, um komplexe Geschäftsszenarien zu bewerten und fundierte strategische Entscheidungen zu treffen? Wie können Sie geopolitische, sozioökonomische und technologische Faktoren bewerten und in Ihre strategische Analyse einbeziehen? Wie würden Sie die Branchenlandschaft durch Vordenkerrolle und Branchenpartnerschaften aktiv gestalten und beeinflussen? Welche Strategien würden Sie umsetzen, um eine Kultur der kontinuierlichen Innovation zu fördern und traditionelle Geschäftsmodelle zu durchbrechen? Wie können Sie langfristige Herausforderungen, wie z. B. Fragen der Nachhaltigkeit oder globale makroökonomische Trends, vorhersehen und bewältigen?</p>
<p>Anwendung</p>	<p>Die Anwendung der Kompetenz des strategischen Denkens erstreckt sich über verschiedene Tätigkeitsbereiche und Aufgabenebenen innerhalb einer Organisation.</p>		



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(für wen ist es relevant)

Strategische DenkerInnen leisten einen wertvollen Beitrag zu strategischen Planungs- und Entscheidungsprozessen, in denen sie interne und externe Faktoren analysieren, Chancen erkennen und Risiken bewerten. Sie spielen eine entscheidende Rolle bei der Festlegung der Richtung und der Ziele einer Organisation und stimmen diese mit ihrer Vision und ihrem Auftrag ab. Strategische Denker sind auch für die Beobachtung von Branchentrends, die Vorwegnahme von Marktveränderungen und die Entwicklung innovativer Strategien verantwortlich, um der Konkurrenz einen Schritt voraus zu sein. Ihr Fachwissen erstreckt sich auf Bereiche wie Geschäftsentwicklung, Ressourcenzuweisung, Leistungsbewertung und kontinuierliche Verbesserung. Auf höheren Aufgabenebenen übernehmen strategische Denker Führungsaufgaben, leiten das Unternehmen durch komplexe Übergänge, sorgen für die effektive Umsetzung von Strategien und fördern eine Kultur der strategischen Beweglichkeit und Innovation. Sie arbeiten mit funktionsübergreifenden Teams zusammen, binden Interessengruppen ein und vermitteln die strategische Vision, um den Erfolg der Organisation voranzutreiben. Insgesamt erstreckt sich die Anwendung der Kompetenz des strategischen Denkens über alle Ebenen und Funktionsbereiche einer Organisation und spielt eine entscheidende Rolle bei der Gestaltung des langfristigen Wachstums und der Nachhaltigkeit der Organisation.

Eigeninitiative

Eigeninitiative als Kompetenz beinhaltet Selbsterkenntnis, Eigenmotivation, proaktives Handeln und das Erkennen des eigenen Potenzials, zur Nachhaltigkeit beizutragen. Sie umfasst das Erkennen persönlicher Stärken, das Setzen von Zielen, die Übernahme von Verantwortung für nachhaltigkeitsbezogene Aufgaben und das proaktive und selbstreflektierte Vorantreiben von Nachhaltigkeitszielen.

Mittelstufe

Fortgeschritten

Expert

Wissen

Die grundlegenden Prinzipien und Konzepte der Nachhaltigkeit zu verstehen, einschließlich der Ziele der nachhaltigen Entwicklung, des Umweltschutzes und verantwortungsvoller Praktiken. Sich globaler und lokaler Nachhaltigkeitsthemen bewusst sein, wie Klimawandel, Wasserverbrauch usw.

Umfassende Kenntnisse der komplexen Herausforderungen der Nachhaltigkeit, ihrer Ursachen und ihrer Auswirkungen. Kenntnis innovativer nachhaltiger Technologien, neuer Trends und bewährter Verfahren aus verschiedenen Sektoren. Kenntnis der politischen und rechtlichen Rahmenbedingungen auf globaler und lokaler Ebene, wie Umwelt- und

Die Fähigkeit, komplexe Nachhaltigkeitsherausforderungen zu analysieren und potenzielle Lösungen zu ermitteln. Expertenwissen über die neueste Forschung und Innovation im Bereich der Nachhaltigkeit haben. Experte für die Ziele für nachhaltige Entwicklung sein und in der Lage sein, nationale Agenden mit nachhaltigen Initiativen in Einklang zu bringen.



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	<p>mit nachhaltigen Praktiken in verschiedenen Bereichen vertraut sein, z. B. nachhaltige Energie, Kreislaufwirtschaft, Wasserfußabdruck usw. Sie sind mit den persönlichen ökologischen Auswirkungen vertraut und wissen, wie das Verhalten des einzelnen Menschen zur Nachhaltigkeit beitragen kann. Kenntnis der relevanten Akteure im Bereich der Nachhaltigkeit</p>	<p>Nachhaltigkeitsstandards, Gesetze und Empfehlungen. Über ein fortgeschrittenes Verständnis dafür verfügen, wie man Interessengruppen einbezieht, die Zusammenarbeit fördert und Unterstützung mobilisiert. Bewusstsein für ethische Überlegungen und soziale Verantwortung</p>	<p>Experte für Politik und Beeinflussung von Entscheidungsträgern zur Förderung der Nachhaltigkeit</p>
<p>Schlüssel-kompetenzen</p>	<p>Setzen Sie sich konkrete und erreichbare persönliche nachhaltige Ziele Gelegenheiten suchen, um zur Nachhaltigkeit beizutragen Selbstmotiviert sein und die Zeit effizient nutzen Probleme und Herausforderungen zur Erreichung Ihrer Ziele erkennen Selbstreflexion der eigenen Handlungen und ihrer Auswirkungen auf die Nachhaltigkeit Anpassungsfähig sein und aus Erfahrungen lernen</p>	<p>Planung und Verwaltung von Nachhaltigkeitsprojekten Netzwerke von Interessengruppen aufbauen Effektive Kommunikation Ihrer Ziele -nachhaltige strategische Entscheidungen treffen Berücksichtigung der Auswirkungen Ihres Handelns auf lokaler und globaler Ebene Ethische Entscheidungen treffen</p>	<p>Führungsqualitäten zeigen und Teams leiten Bewertung der Auswirkungen der getroffenen Maßnahmen Anpassungsfähige/r Verhandlungsführer/in sein und politische Entscheidungsträger/innen beeinflussen Künftige Veränderungen und Herausforderungen antizipieren Strategische Partnerschaften mit Interessengruppen aufbauen Widerstandsfähig und anpassungsfähig sein</p>
<p>Verantwortung und Autonomie</p>	<p>Die Fähigkeit, selbständig an Initiativen zu arbeiten und die Verantwortung für Aufgaben zu übernehmen</p>	<p>Übernahme der Verantwortung für ein Projekt und Anleitung anderer Teammitglieder</p>	<p>MentorIn sein und andere in Sachen Nachhaltigkeit anleiten</p>



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	<p>Proaktive Maßnahmen ergreifen Anleitung von Experten einholen</p>	<p>Bewältigung komplexer Probleme im Zusammenhang mit einem Projekt Nutzen Sie die Vorteile innovativer Technologien In Ihre berufliche Entwicklung und Ihr Wissen investieren Leitung eines Nachhaltigkeits-Workshops</p>	<p>Entwicklung eines strategischen Plans für Nachhaltigkeit Eine Führungsrolle übernehmen und politische EntscheidungsträgerInnen beeinflussen BeraterIn für Nachhaltigkeit sein Zusammenarbeit mit politischen EntscheidungsträgerInnen</p>
<p>Fragen</p>	<p>Welche nachhaltigen Praktiken oder Initiativen kann ich umsetzen? Wie kann ich Prioritäten bei den Aufgaben setzen? Welche Schritte muss ich unternehmen, um die Ziele der Nachhaltigkeit zu erreichen?</p>	<p>Wie kann ich Interessengruppen für Nachhaltigkeitsinitiativen gewinnen und mit ihnen zusammenarbeiten? Wie kann ich bei der Lösung von Nachhaltigkeitsproblemen für Innovation sorgen? Wie kann ich mit meiner Initiative Wirkung erzielen?</p>	<p>Wie stellen Sie sich die künftigen Ergebnisse Ihrer Initiative vor? Welches sind meine guten Beispiele, die ich mit anderen Menschen teilen kann? Welche komplexen Entscheidungen habe ich getroffen?</p>
<p>Anwendung (für wen ist es relevant)</p>	<ul style="list-style-type: none"> • Fachleute wie NachhaltigkeitsmanagerInnen, UmweltberaterInnen und Fachleute, die in grünen Organisationen arbeiten. Diese Kompetenz kann ihnen helfen, innovative Nachhaltigkeitsprojekte und -initiativen zu planen und zu verwalten. • UnternehmerInnen und KMU-EigentümerInnen, die Nachhaltigkeit in ihr Unternehmen integrieren wollen. Menschen mit Eigeninitiative können ihnen helfen, nachhaltige Praktiken und Lösungen zu ermitteln und umzusetzen. • PädagogInnen, LehrerInnen und AusbilderInnen, die SchülerInnen dabei helfen können, ihre eigenen Kompetenzen im Bereich der Nachhaltigkeit zu entwickeln und eine grüne Mentalität zu entwickeln. • Politische Entscheidungsträger, die sich mit Fragen der Nachhaltigkeit befassen, können die Eigeninitiative von Menschen nutzen, um nachhaltige politische Veränderungen zu fördern und anzuführen. • Studierende können individuelle Initiativen entwickeln, um sich aktiv an nachhaltigkeitsbezogenen Projekten und Aktivitäten zu beteiligen. • Non-Profit-Organisationen, die sich auf Nachhaltigkeit konzentrieren. 		





Zwischenmenschliche Interaktion

Zwischenmenschliche Handlungskompetenz bezieht sich auf die Fähigkeit eines Menschen, sich in wirksame und sinnvolle soziale Interaktionen einzubringen, die nachhaltige Praktiken und Werte fördern. Dazu gehört die Fähigkeit, mit anderen zu kommunizieren und zusammenzuarbeiten, Partnerschaften aufzubauen und das Verhalten im Sinne nachhaltiger Ergebnisse zu beeinflussen. Sie erfordert das Verständnis und die Auseinandersetzung mit den sozialen, wirtschaftlichen und ökologischen Dimensionen der Nachhaltigkeit und fördert gleichzeitig ein Gefühl der kollektiven Verantwortung und der Befähigung, positive Veränderungen voranzutreiben.

	Mittelstufe	Fortgeschritten	Expert
Wissen	<p>Die wichtigsten Nachhaltigkeitskonzepte und ihre sozialen Auswirkungen zu erkennen</p> <p>Die Bedeutung einer wirksamen Kommunikation für die Förderung des Nachhaltigkeitsbewusstseins zu verstehen</p> <p>-Beschreibung der Grundsätze und Strategien einer wirksamen Kommunikation zur Förderung nachhaltiger Praktiken und zur Einbindung von Interessengruppen</p>	<p>Komplexe Nachhaltigkeitsherausforderungen aus verschiedenen Perspektiven zu skizzieren</p> <p>Kommunikationstechniken auswählen, um Interessengruppen in Nachhaltigkeitsdiskussionen einzubinden</p> <p>Ganzheitliche Perspektiven erkennen, um umfassende nachhaltige Lösungen zu fördern</p>	<p>Neue Ansätze zur Förderung einer nachhaltigen Verhaltensänderung durch Kommunikation zu definieren</p> <p>Über fortschrittliche Nachhaltigkeitskonzepte, neue Trends und innovative Lösungen nachzudenken</p> <p>Nachhaltigkeitsinitiativen zu skizzieren, die verschiedene Interessengruppen einbeziehen</p>
Schlüssel-kompetenzen	<p>Identifizierung nachhaltiger Kommunikationsstrategien, um unterschiedliche Zielgruppen anzusprechen</p> <p>Nutzung aktiver Zuhörfähigkeiten und effektiver Kommunikationstechniken, um sich an Diskussionen über Nachhaltigkeit zu</p>	<p>Gestaltung umfassender Kommunikationspläne für Nachhaltigkeit, um eine gezielte Wirkung zu erzielen</p> <p>Anwendung von Moderations- und Verhandlungsfähigkeiten zur Förderung der Zusammenarbeit bei Nachhaltigkeitsinitiativen</p>	<p>Planung und Durchführung von transformativen Nachhaltigkeits-Workshops für unterschiedliche globale Zielgruppen</p> <p>Demonstration starker Führungs- und Beeinflussungsfähigkeiten, um systemische Veränderungen voranzutreiben und Gemeinschaften für nachhaltige Maßnahmen zu</p>



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	beteiligen		mobilisieren
Verantwortung und Autonomie	<p>Sensibilisierung für nachhaltige Praktiken, indem sie diese in die persönliche Praxis einbeziehen</p> <p>Zusammenarbeit, indem sie aktiv nach Möglichkeiten suchen, gemeinsam mit anderen an nachhaltigen Lösungen zu arbeiten</p> <p>- verantwortungsbewusstes Ressourcen-management im Einklang mit den Grundsätzen der Nachhaltigkeit praktizieren</p>	<p>Integration von Nachhaltigkeitsüberlegungen in den persönlichen und beruflichen Entscheidungsrahmen</p> <p>- effektive Verhandlungsführung, um Interessengruppen im Sinne einer nachhaltigen Entscheidungsfindung zu beeinflussen</p> <p>Anleitung von Teams oder Gemeinschaften zur Erreichung nachhaltiger Ziele</p>	<p>Befürwortung eines systemischen Wandels durch Beeinflussung einer an den Nachhaltigkeitszielen ausgerichteten Politik</p> <p>Beeinflussung von Verhaltensänderungen, Motivierung und Befähigung von Menschen und Gemeinschaften, einen signifikanten positiven Wandel in Richtung Nachhaltigkeitsziele voranzutreiben</p>
Fragen	<p>Wie kann ich meine Fähigkeiten zum aktiven Zuhören verbessern, um die Sichtweise anderer in zwischenmenschlichen Beziehungen besser zu verstehen?</p> <p>Welche Strategien kann ich anwenden, um Nachhaltigkeitskonzepte und -initiativen effektiv an unterschiedliche Zielgruppen zu vermitteln?</p> <p>Wie kann ich Konflikte, die bei der Zusammenarbeit an Nachhaltigkeitsprojekten entstehen können, bewältigen und lösen?</p>	<p>Wie kann ich meine zwischenmenschlichen Fähigkeiten nutzen, um starke Partnerschaften und Kooperationen über verschiedene Sektoren hinweg aufzubauen und so die Wirkung von Nachhaltigkeitsinitiativen zu steigern?</p> <p>Wie kann ich Empathie und kulturelles Feingefühl einsetzen, um Klüfte zu überbrücken und Inklusivität in Nachhaltigkeitsinitiativen zu fördern?</p> <p>Wie kann ich Stakeholder aktiv in Entscheidungsprozesse einbinden, um sicherzustellen, dass ihre Stimmen bei</p>	<p>Wie kann ich Teams dazu führen und inspirieren, Nachhaltigkeit als einen zentralen Wert zu begreifen und in ihr tägliches Handeln und ihre Entscheidungsfindung zu integrieren?</p> <p>Wie kann ich breitere Gemeinschaften oder Organisationen durch wirksame zwischenmenschliche Kommunikation und strategische Fürsprache für nachhaltige Praktiken beeinflussen und mobilisieren?</p> <p>Welche Ansätze kann ich verfolgen, um aufstrebende Führungskräfte im Bereich der Nachhaltigkeit zu betreuen und zu befähigen, ihre</p>





		Nachhaltigkeitsprojekten gehört und gewürdigt werden?	zwischenmenschlichen Kompetenzen zu fördern und ihre eigenen wirkungsvollen Initiativen voranzutreiben?
Anwendung (für wen ist es relevant)	<p>Unabhängig von ihren genauen Aufgaben oder Tätigkeitsbereichen kann eine Vielzahl von Personen, die mit nachhaltiger Entwicklung zu tun haben, von dieser Kompetenz profitieren:</p> <ul style="list-style-type: none">• Fachleute im Bereich der Nachhaltigkeit, z. B. NachhaltigkeitsmanagerInnen, -koordinatorInnen oder -beraterInnen, um Nachhaltigkeitsziele effektiv zu kommunizieren, Interessengruppen einzubinden und die Zusammenarbeit für nachhaltige Praktiken voranzutreiben• Pädagogen und Ausbilder, um Lernende effektiv einzubinden, Diskussionen zu moderieren und Verhaltensänderungen in Richtung nachhaltiger Praktiken anzuregen• Führungskräfte und Manager in Unternehmen, um Mitarbeiter einzubinden, Nachhaltigkeitsstrategien zu vermitteln und eine Kultur der Nachhaltigkeit in ihren Teams und im gesamten Unternehmen zu fördern• Politische Entscheidungsträger, um Interessengruppen einzubinden, politische Veränderungen auszuhandeln und die Zusammenarbeit zu fördern, um die Herausforderungen der Nachhaltigkeit auf regionaler, nationaler und internationaler Ebene anzugehen• Führungspersönlichkeiten in den Gemeinden, um Gemeindemitglieder zu mobilisieren, den Dialog zu erleichtern und andere zu befähigen, sich auf öffentlicher Ebene für eine nachhaltige Entwicklung einzusetzen		





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11.3. Ελληνικά

Ευαισθητοποίηση σε θέματα βιωσιμότητας

Η ευαισθητοποίηση σε θέματα αειφορίας Περιλαμβάνει την εις βάθος κατανόηση των Περιβαλλοντικών Προκλήσεων και της σημασίας των βιώσιμων Πρακτικών για την αποτελεσματική αντιμετώπισή τους. Προϋποθέτει την υψηλού επιπέδου ευαισθητοποίηση σε θέματα βιωσιμότητας, με βαθιά κατανόηση των Περιβαλλοντικών ζτημάτων, των επιπτώσεών τους και της ανάγκης για βιώσιμες Πρακτικές για την άμβλυνσή τους. Συνεπάγεται τη συνεπή Προτεραιοποίηση της βιωσιμότητας, την ενεργή αναζήτηση ευκαιριών για την ενσωμάτωση φιλικών Προς το Περιβάλλον λύσεων και την υπεράσπιση υπεύθυνων μεθόδων κατανάλωσης και Παραγωγής, υποστηρίζοντας Παράλληλα τη δίκαιη μεταχείριση και Προτάσσοντας τη διατήρηση της φύσης

	Ενδιάμεσο επίπεδο	Προχωρημένο επίπεδο	Επίπεδο Ειδικού
Γνώσεις	Κατανόηση της βιωσιμότητας, αναγνωρίζοντας τα Περιβαλλοντικά Προβλήματα και τη σημασία των φιλικών Προς το Περιβάλλον Πρακτικών	Γνώση και συμμετοχή στη διατήρηση της φύσης, συμπεριλαμβανομένης της διαφύλαξης της βιοποικιλότητας, της αποκατάστασης των οικοσυστημάτων και της υπεύθυνης διαχείρισης των πόρων	Αναγνώριση και ενεργή υποστήριξη Πρωτοβουλιών για τη διατήρηση της φύσης, υποστηρίζοντας την Προστασία των οικοτόπων και την Προώθηση μιας βιώσιμης σχέσης μεταξύ ανθρώπου και Περιβάλλοντος.
Βασικές δεξιότητες	Να εφαρμόζουν τη βιωσιμότητα στην καθημερινή μας ζωή μειώνοντας τη χρήση ενέργειας, αποβλήτων και νερού. Να αξιολογούν και να Προτείνουν βιώσιμες λύσεις σε διάφορα Περιβάλλοντα, όπως σπίτια, σχολεία και τοπικές Επιχειρήσεις.	Δημιουργία και εκτέλεση βιώσιμων στρατηγικών για οργανισμούς, λαμβάνοντας υπόψη το Περιβάλλον, την κοινωνία και την οικονομία. Να αξιολογούν με επάρκεια τις Περιβαλλοντικές Επιπτώσεις και να επινοούν καινοτόμες λύσεις για τη μείωσή τους σε μεγάλα έργα..	Να αναπτύσσουν και να υλοποιούν βιωσιμότητας για τις ανανεώσιμες Πηγές ενέργειας, τη διαχείριση αποβλήτων και τη βιωσιμότητα. Να επιδεικνύουν κατανόηση διεθνών Περιβαλλοντικών Πολιτικών και να υποστηρίζουν την Παγκόσμια βιωσιμότητα..
Ευθύνη και αυτονομία	Αξιολόγηση και βελτίωση των Περιβαλλοντικών επιπτώσεων των τοπικών Επιχειρήσεων, Προωθώντας βιώσιμες Πρακτικές.. Εκπαίδευση και εμπλοκή της κοινότητας σε φιλικές Προς το Περιβάλλον συνήθειες μέσω εργαστηρίων και εκστρατειών.	Ανάπτυξη και εφαρμογή ευρέων σχεδίων βιωσιμότητας στον Πολεοδομικό σχεδιασμό, τις υποδομές και τις Περιφερειακές Πολιτικές. Αναλύστε τους κύκλους ζωής των Προϊόντων, βρείτε ευκαιρίες οικολογικού σχεδιασμού και Προτείνετε βιώσιμες εναλλακτικές λύσεις.	Σχεδιασμός και επίβλεψη σημαντικών Προγραμμάτων βιωσιμότητας Που Προωθούν την αλλαγή σε Πολλούς τομείς. Να επηρεάζουν την Παγκόσμια Πολιτική και να υποστηρίζουν βιώσιμες Πρακτικές.
Ερωτήσεις	Πώς μπορούν να ενσωματωθούν βιώσιμες	Ποιες είναι ορισμένες καινοτόμες Προσεγγίσεις ή τεχνολογίες Που	Με Ποιους τρόπους μπορούν οι κοινότητες και οι οργανισμοί να



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Εφαρμογή, (για ποιους έχει σημασία)	Πρακτικές στις καθημερινές δραστηριότητες και ρουτίνες για να μειωθούν οι Περιβαλλοντικές Επιπτώσεις;	Μπορούν να χρησιμοποιηθούν για την Προώθηση των Προσπαθειών βιωσιμότητας και διατήρησης σε διάφορους τομείς;	συνεργαστούν για την εφαρμογή βιώσιμων λύσεων και την αντιμετώπιση Περιβαλλοντικών Προκλήσεων σε μεγαλύτερη κλίμακα;
	<p>Η ευαισθητοποίηση σε θέματα αιφορίας είναι σημαντική στον τομέα της Περιβαλλοντικής επιστήμης και της οικολογίας, καθώς αυτοί οι επαγγελματίες ερευνούν το Περιβάλλον και εργάζονται για την εξεύρεση λύσεων για τις Περιβαλλοντικές Προκλήσεις. Άλλη ομάδα πιθανών ενδιαφερομένων είναι οι μάνατζερ βιώσιμων Επιχειρήσεων, οι οποίοι είναι υπεύθυνοι για την ενσωμάτωση Πρακτικών βιωσιμότητας στις Επιχειρηματικές δραστηριότητες, εξασφαλίζοντας υπεύθυνη διαχείριση των πόρων και λαμβάνοντας υπόψη τις κοινωνικές/Περιβαλλοντικές εκτιμήσεις. Σε μετα-επίπεδο, η ευαισθητοποίηση σε θέματα αιφορίας είναι σημαντική για τους Πολεοδόμους στα έργα τους, για το σχεδιασμό και την ανάπτυξη αιφόρων Πόλων, ενσωματώνοντας Πράσινες Υποδομές και Προωθώντας βιώσιμα συστήματα μεταφορών και ενέργειας.</p>		

Συστημική σκέψη		
<p>Η ικανότητα συστημικής σκέψης αναφέρεται στην ικανότητα κατανόησης και αντιμετώπισης των καθηκόντων βιωσιμότητας μέσω της ανάλυσης και της κατανόησης της διασύνδεσης των κοινωνικών, οικονομικών και Περιβαλλοντικών συστημάτων. Περιλαμβάνει τη διάκριση των αλληλεξαρτήσεων και των βρόχων ανατροφοδότησης που ενυπάρχουν στα Πολύπλοκα συστήματα και την αξιοποίηση αυτής της κατανόησης για την επινόηση ολοκληρωμένων και βιώσιμων λύσεων.</p>		
Ενδιάμεσο επίπεδο	Προχωρημένο επίπεδο	Επίπεδο Ειδικού
<p>Γνώσεις</p> <p>Καλή κατανόηση των βασικών αρχών και εννοιών της συστημικής σκέψης που σχετίζονται με τη βιωσιμότητα. Μπορεί να αναγνωρίσει πώς τα κοινωνικά, οικονομικά και Περιβαλλοντικά συστήματα συνδέονται μεταξύ τους και μπορεί να προβλέψει τα πιθανά αποτελέσματα των παρεμβάσεων σε Πολύπλοκα συστήματα..</p>	<p>Κατανοούν σε βάθος τις θεμελιώδεις θεωρίες και αρχές της συστημικής σκέψης. Διαθέτουν εκτεταμένες γνώσεις σχετικά με τα σύνθετα Προσαρμοστικά συστήματα, καθώς και των εννοιών της δυναμικής και της ανθεκτικότητας του συστήματος. Επιπλέον, είναι ικανοί να αναλύουν και να ερμηνεύουν δεδομένα για τον εντοπισμό Προτύπων και τάσεων μέσα σε δυναμικά συστήματα. Έχουν επίσης μια ολοκληρωμένη κατανόηση της βιωσιμότητας και του τρόπου με τον οποίο σχετίζεται με τη συστημική σκέψη.</p>	<p>Έχουν αφομοιώσει Προηγμένες θεωρίες και μοντέλα συστημικής σκέψης, όπως η μη γραμμική δυναμική και η θεωρία του χάους. Διαθέτουν εκτεταμένες γνώσεις πάνω στα σύνθετα Προσαρμοστικά συστήματα, συμπεριλαμβανομένης της εξελιγμένης ανάλυσης δικτύων και της ανάδυσσης. Είναι ικανοί στη χρήση Προηγμένων Ποσοτικών και Ποιοτικών μεθοδολογιών για την ανάλυση σύνθετων συστημάτων και την αντιμετώπιση Προκλήσεων βιωσιμότητας. Επιπλέον, έχουν την ικανότητα να αξιολογούν κριτικά και να ενσωματώνουν διεπιστημονικές έρευνες σχετικά με τα Πολύπλοκα συστήματα και την αιφορία.</p>





Βασικές δεξιότητες	Κατανοούν πώς συνδέονται τα διάφορα μέρη ενός συστήματος και πώς οι αλλαγές σε ένα μέρος μπορούν να επηρεάσουν άλλα μέρη.	Χρησιμοποιούν μοντέλα για να μελετήσουν πώς συμπεριφέρονται τα σύνθετα συστήματα, να προβλέψουν πώς θα μπορούσαν να αλλάξουν με την πάροδο του χρόνου και να εντοπίζουν ευκαιρίες για να προκαλέσουν θετικό αντίκτυπο.	Καθοδηγούν τους άλλους στο να σκέφτονται συστηματικά, να αποφασίζουν λαμβάνοντας υπόψη τη σφαιρική εικόνα και τις μακροπρόθεσμες συνέπειες και να συμβάλλουν ώστε τα συστήματα να καταστούν πιο ανθεκτικά απέναντι στις προκλήσεις.
Ευθύνη και αυτονομία	Εργασία υπό εποπτεία και καθοδήγηση, χρήση αρχών και εργαλείων συστημικής σκέψης και αναζήτηση καθοδήγησης κατά την αντιμετώπιση σύνθετων προκλήσεων βιωσιμότητας	Ανεξάρτητη ανάλυση σύνθετων προβλημάτων, πρόταση καινοτόμων και βιώσιμων λύσεων, εξέταση μακροπρόθεσμων επιπτώσεων και συνεργασία με διεπιστημονικές ομάδες	Διεξαγωγή σύνθετων συστημικών αναλύσεων, ανάπτυξη ολοκληρωμένων στρατηγικών βιωσιμότητας, ανάληψη ηγετικών ρόλων, προώθηση της συστημικής σκέψης και αποτελεσματική επικοινωνία της σημασίας της στα ενδιαφερόμενα μέρη και τους φορείς λήψης αποφάσεων.
Ερωτήσεις	<p>Πώς μπορούμε να κατανοήσουμε και να αναλύσουμε τα σημαντικά μέρη και τις συνδέσεις μέσα σε ένα πολύπλοκο σύστημα για να το καταστήσουμε βιώσιμο; Μπορείτε να δώσετε παραδείγματα απλών σχέσεων αιτίου-αποτελέσματος σε ένα σύστημα που επηρεάζουν τη βιωσιμότητα; Και πώς μπορούμε να χρησιμοποιήσουμε απλά εργαλεία όπως τα διαγράμματα για να μάθουμε περισσότερα για τις προκλήσεις της βιωσιμότητας σε μια συγκεκριμένη κατάσταση;</p>	<p>Πώς μπορούμε να μελετήσουμε σε βάθος πολύπλοκα συστήματα που σχετίζονται με τη βιωσιμότητα, λαμβάνοντας υπόψη πώς τα διάφορα μέρη εξαρτώνται το ένα από το άλλο, που μπορούμε να κάνουμε τις πιο σημαντικές αλλαγές και ποιες νέες συμπεριφορές μπορεί να προκύψουν; Πώς προηγμένα εργαλεία, όπως η μοντελοποίηση και η ανάλυση δικτύων, μας βοηθούν να κατανοήσουμε πώς συμπεριφέρονται τα πολύπλοκα συστήματα όσον αφορά τη βιωσιμότητα; Και πώς μπορούν η ανάλυση σεναρίων και ο έλεγχος ευαισθησίας να μας βοηθήσουν να κατανοήσουμε τις επιπτώσεις και τα ακούσια αποτελέσματα των παρεμβάσεων σε πολύπλοκα συστήματα;</p>	<p>Πώς μπορούμε να κατανοήσουμε σε βάθος τις συνδέσεις, τα σημαντικά σημεία αλλαγής και τις νέες συμπεριφορές που αναδύονται σε σύνθετα συστήματα που σχετίζονται με τη βιωσιμότητα; Πώς μπορούν εργαλεία όπως η μοντελοποίηση ή η ανάλυση δικτύων να μας βοηθήσουν να προσομοιώσουμε και να κατανοήσουμε πώς συμπεριφέρονται τα πολύπλοκα συστήματα όσον αφορά τη βιωσιμότητα; Πώς μπορούν η ανάλυση σεναρίων και ο έλεγχος ευαισθησίας να μας βοηθήσουν να αξιολογήσουμε τις επιπτώσεις και τα ακούσια αποτελέσματα των παρεμβάσεων σε πολύπλοκα συστήματα; Μπορείτε να μοιραστείτε αποτελεσματικούς τρόπους για να εξηγήσετε πολύπλοκες ιδέες σχετικά με τα συστήματα σε διαφορετικές ομάδες ανθρώπων;</p>
Εφαρμογή, (για ποιους έχει σημασία)	<p>Η συστημική σκέψη αφορά ένα ευρύ φάσμα ατόμων και επαγγελματιών που ασχολούνται με τη βιώσιμη ανάπτυξη και συναφείς τομείς. Αυτό περιλαμβάνει περιβαλλοντικούς συμβούλους, υπεύθυνους χάραξης πολιτικής, επιχειρηματίες, εκπαιδευτικούς, ερευνητές, μη κερδοσκοπικούς οργανισμούς και κοινοτικούς</p>		





ηγέτες. Τους βοηθά να κατανοήσουν και να αντιμετωπίσουν τη διασύνδεση των κοινωνικών, οικονομικών και Περιβαλλοντικών συστημάτων, επιτρέποντάς τους να αναλύουν σύνθετες Προκλήσεις, να αναπτύξουν αποτελεσματικές στρατηγικές και να υποστηρίξουν βιώσιμα αποτελέσματα.

Προβλεπτική σκέψη

Η Προβλεπτική σκέψη είναι μια Προνοητική ικανότητα που περιλαμβάνει τον οραματισμό μελλοντικών σεναρίων και τον σχεδιασμό για την αντιμετώπιση πιθανών Προκλήσεων βιωσιμότητας. Περιλαμβάνει την πρόβλεψη των πιθανών αποτελεσμάτων και των επιπτώσεων των δράσεων, τον εντοπισμό των κινδύνων, των αβεβαιοτήτων και των ευκαιριών που σχετίζονται με την αειφορία και τη λήψη στρατηγικών αποφάσεων με βάση αυτές τις προβλέψεις.

	Ενδιάμεσο επίπεδο	Προχωρημένο επίπεδο	Επίπεδο Ειδικού
Γνώσεις	Κατανόηση των βασικών αρχών βιωσιμότητας και εξοικείωση με τις μεθόδους και τα εργαλεία πρόβλεψης.	Σε βάθος κατανόηση των Παγκόσμιων τάσεων βιωσιμότητας, των Προηγμένων τεχνικών πρόβλεψης και των μεθοδολογιών στρατηγικού σχεδιασμού.	Ολοκληρωμένη γνώση των Παγκόσμιων ζητημάτων βιωσιμότητας, της Προγνωστικής μοντελοποίησης, των διαδικασιών λήψης στρατηγικών αποφάσεων και της επιρροής διαφόρων Παραγόντων στα μελλοντικά σενάρια βιωσιμότητας.
Βασικές δεξιότητες	Ικανότητα εντοπισμού μελλοντικών Προκλήσεων και ευκαιριών βιωσιμότητας- βασικές δεξιότητες στην αξιολόγηση κινδύνων και στον στρατηγικό σχεδιασμό.	Ικανότητα ανάπτυξης και αξιολόγησης μελλοντικών σεναρίων βιωσιμότητας- Προηγμένες δεξιότητες στη διαχείριση κινδύνων και στη λήψη στρατηγικών αποφάσεων.	Επάρκεια στην Προγνωστική μοντελοποίηση και τον στρατηγικό σχεδιασμό- ικανότητα να ηγείται της ανάπτυξης και εφαρμογής στρατηγικών βιωσιμότητας με βάση την Προβλεπτική σκέψη.
Ευθύνη και αυτονομία	Ικανότητα ανεξάρτητου εντοπισμού πιθανών ζητημάτων βιωσιμότητας και διατύπωσης συστάσεων για την αντιμετώπισή τους.	Ευθύνη για την ανάπτυξη και εφαρμογή στρατηγικών βιωσιμότητας με βάση την Προνοητική σκέψη- αυτονομία στις διαδικασίες λήψης αποφάσεων.	Ευθύνη για την ηγεσία των Πρωτοβουλιών βιωσιμότητας του οργανισμού με βάση την Προβλεπτική σκέψη- υψηλό επίπεδο αυτονομίας στη λήψη στρατηγικών αποφάσεων.
Ερωτήσεις	Ποιες είναι κάποιες Πιθανές μελλοντικές Προκλήσεις που σχετίζονται με τη βιωσιμότητα στο πλαίσιο μας; Πώς μπορούμε να αντιμετωπίσουμε αυτές τις Προκλήσεις;	Πώς μπορούμε να χρησιμοποιήσουμε την κατανόηση των Παγκόσμιων τάσεων βιωσιμότητας για την ανάπτυξη μελλοντικών σεναρίων; Πώς μπορούμε να διαχειριστούμε τους κινδύνους	Πώς μπορούμε να αξιοποιήσουμε την κατανόηση των Παγκόσμιων ζητημάτων βιωσιμότητας και την Προγνωστική μοντελοποίηση για να καθοδηγήσουμε τις διαδικασίες λήψης στρατηγικών αποφάσεων; Πώς μπορούμε να επηρεάσουμε τα





		Που συνδέονται με αυτά τα σενάρια;	μελλοντικά αποτελέσματα της βιωσιμότητας;
Εφαρμογή, (για ποιους έχει σημασία)	<p>Η Προβλεπτική σκέψη αφορά διάφορους ενδιαφερόμενους, συμπεριλαμβανομένων των φορέων χάραξης Πολιτικής, των ηγετών επιχειρήσεων, των συμβούλων βιωσιμότητας, των εκπαιδευτικών και των ιδιωτών. Έχει εφαρμογή σε διάφορους τομείς, όπως ο στρατηγικός σχεδιασμός, η διαχείριση κινδύνων, η εκπαίδευση, η ανάπτυξη Πολιτικής και η λήψη Προσωπικών αποφάσεων.</p>		

Κανονιστική ικανότητα

Η κανονιστική ικανότητα αφορά τον χειρισμό των κανόνων και της ηθικής για την Προώθηση της αειφορίας. Περιλαμβάνει την κατανόηση, την Πλοήγηση και τον επηρεασμό των κοινωνικών, Πολιτισμικών και ηθικών διαστάσεων των Προκλήσεων της αειφορίας και τη δράση σύμφωνα με τις αρχές και τις αξίες της αειφορίας. Περιλαμβάνει Επίσης την αναγνώριση ύπαρξης ηθικών διλημάτων, την υπεράσπιση συμμετοχικών και δίκαιων Προσεγγίσεων και την επίδειξη υπεύθυνης συμπεριφοράς σε Προσωπικά και επαγγελματικά Πλαίσια.

	Ενδιάμεσο επίπεδο	Προχωρημένο επίπεδο	Επίπεδο Ειδικού
Γνώσεις	Περιγραφή της ηθικής διάστασης της βιωσιμότητας. Προσδιορισμός της σχέσης μεταξύ επιχειρηματικότητας, βιωσιμότητας και ηθικής.	Αναφέρουν τα ηθικά πρότυπα, τις αξίες και τις αρχές που προωθούν τη βιωσιμότητα. Αναγνωρίζουν τα ηθικά διλήματα που προκύπτουν κατά τη διαδικασία της βιώσιμης επιχειρηματικότητας.	Εξηγούν τις κοινωνικές, Πολιτιστικές και ηθικές διαστάσεις των βιώσιμων Προκλήσεων. Προσδιορίζουν το κανονιστικό και ηθικό πλαίσιο που πρέπει να ακολουθείται στη βιώσιμη επιχειρηματικότητα.
Βασικές δεξιότητες	Διακρίνουν την υπεύθυνη συμπεριφορά στον Προσωπικό και επαγγελματικό τομέα. Ενεργούν σύμφωνα με τις αρχές και τις αξίες της βιωσιμότητας.	Επίδειξη υπεύθυνης και ηθικής συμπεριφοράς στα επιχειρηματικά στάδια. Ενσωμάτωση των κανόνων, των αξιών και των ηθικών αρχών που προωθούν την αειφορία.	Εφαρμόζουν Προσεγγίσεις χωρίς αποκλεισμούς και δίκαιες. Επανεξετάζουν τις κοινωνικών, Πολιτιστικών και ηθικές διαστάσεις των δράσεών τους.
Ευθύνη και αυτονομία	Προώθηση των κανόνων, των αξιών και των ηθικών αρχών της βιωσιμότητας στις διαδικασίες επιχειρηματικότητας.	Αξιολογούν τις κοινωνικές, Πολιτιστικές και ηθικές Επιπτώσεις των επιχειρηματικών δράσεων.	Καθοδήγηση ομάδων και ατόμων ώστε να αντιμετωπίζουν ηθικά διλήματα με υπεύθυνο τρόπο.
Ερωτήσεις	Ποια είναι η ηθική διάσταση της βιωσιμότητας;	Πώς μπορώ να ξέρω αν έχω ένα ηθικό δίλημμα; Τι μπορώ να κάνω για να ενσωματώσω ηθικούς κανόνες;	Με ποιους τρόπους μπορούν να εξηγηθούν οι κοινωνικές, Πολιτιστικές και ηθικές διαστάσεις των βιώσιμων Προκλήσεων;





<p>Εφαρμογή, (για ποιους έχει σημασία)</p>	<p>Πώς συνδέονται η επιχειρηματικότητα, η ηθική και η βιωσιμότητα; Πώς μπορώ να ενεργώ σύμφωνα με τις αρχές και τις αξίες της αειφορίας; Πώς μπορώ να προωθήσω τους κανόνες, τις αξίες και τις ηθικές αρχές της βιωσιμότητας στις διαδικασίες επιχειρηματικότητας;</p>	<p>αξίες και αρχές που προωθούν τη βιωσιμότητα; Πώς μπορώ να αξιολογήσω τις επιπτώσεις των επιχειρηματικών μου δράσεων από κοινωνική, πολιτιστική και ηθική άποψη;</p>	<p>Πώς μπορώ να προσδιορίσω ένα κανονιστικό και ηθικό πλαίσιο που πρέπει να ακολουθήσω στη βιώσιμη επιχειρηματικότητα; Τι είναι οι προσεγγίσεις χωρίς αποκλεισμούς και οι δίκαιες προσεγγίσεις και πώς μπορώ να τις εφαρμόσω και να τις υλοποιήσω; Τι μπορώ να κάνω για να ηγηθώ υπεύθυνα των ομάδων όταν αντιμετωπίζω ηθικά διλήμματα;</p>
	<p>Η κανονιστική ικανότητα ένα ευρύ φάσμα ατόμων και επαγγελματιών που ασχολούνται με την αειφόρο ανάπτυξη και συναφείς τομείς μεταξύ των οποίων συγκαταλέγονται σύμβουλοι βιωσιμότητας, υπεύθυνοι χάραξης πολιτικής, επιχειρηματίες, εκπαιδευτικοί, ερευνητές, μη κερδοσκοπικοί οργανισμοί και ηγέτες της κοινότητας. Τους βοηθά να κατανοήσουν και να αντιμετωπίσουν τη διασύνδεση των κοινωνικών, οικονομικών και περιβαλλοντικών συστημάτων, επιτρέποντάς τους να αναλύουν σύνθετες περιβαλλοντικές προκλήσεις και διλήμματα, να αναπτύσσουν υπεύθυνες βιώσιμες λύσεις και να αξιολογούν τις επιπτώσεις των πράξεών τους.</p>		

Στρατηγική σκέψη

Η ικανότητα στρατηγικής σκέψης περιλαμβάνει την ικανότητα ανάλυσης πολύπλοκων καταστάσεων, πρόβλεψης μελλοντικών τάσεων και ανάπτυξης αποτελεσματικών μακροπρόθεσμων σχεδίων για την επίτευξη συγκεκριμένων στόχων ή σκοπών. Περιλαμβάνει την κριτική σκέψη, την εξέταση πολλαπλών προοπτικών και τη σύνθεση πληροφοριών για τη λήψη τεκμηριωμένων αποφάσεων. Οι στρατηγικά σκεπτόμενοι διαθέτουν μια συστημική και ολιστική προοπτική, που τους επιτρέπει να κατανοούν τη συνολική εικόνα, να εντοπίζουν τις ευκαιρίες και να αντιμετωπίζουν τις προκλήσεις, παραμένοντας παράλληλα προσαρμοστικοί και ανοιχτοί στις αλλαγές. Οι δεξιότητές τους στη στρατηγική ανάλυση, την επίλυση προβλημάτων, τη λήψη αποφάσεων και την επικοινωνία τους επιτρέπουν να διαμορφώνουν την κατεύθυνση ενός οργανισμού και να τον οδηγούν στην επιτυχία σε δυναμικά περιβάλλοντα.

Ενδιάμεσο επίπεδο

Προχωρημένο επίπεδο

Επίπεδο Ειδικού

Γνώσεις

Έχουν θεμελιώδη κατανόηση της στρατηγικής σκέψης. Διαθέτουν βασικές γνώσεις σχετικά με τις τάσεις του κλάδου, τις οργανωτικές δυνατότητες και τις μεθοδολογίες στρατηγικού σχεδιασμού. Είναι εξοικειωμένοι με τα βασικά εργαλεία και πλαίσια που χρησιμοποιούνται στη στρατηγική ανάλυση.

Τα άτομα έχουν ολοκληρωμένη γνώση του κλάδου τους, συμπεριλαμβανομένων των αναδυόμενων τάσεων, της δυναμικής της αγοράς και του ανταγωνιστικού τοπίου. Έχουν βαθιά κατανόηση των στρατηγικών πλαισίων, όπως ανάλυση SWOT, ανάλυση των πέντε δυνάμεων του Porter ή ανάλυση PESTEL. Γνωρίζουν καλά τις τελευταίες έρευνες και

τα άτομα διαθέτουν εκτεταμένες και εξειδικευμένες γνώσεις στη στρατηγική σκέψη. Έχουν βαθιά κατανόηση των ειδικών τάσεων του κλάδου και μπορούν να προβλέπουν και να κινούνται στις σύνθετες δυναμικές της αγοράς. Έχουν άριστη γνώση των προηγμένων στρατηγικών μοντέλων, μεθοδολογιών και της έρευνας αιχμής στον τομέα. Η εμπειρογνομοσύνη τους τους επιτρέπει να παρέχουν καθοδήγηση





		γνώσεις σχετικά με τη στρατηγική διαχείριση.	σκέψης και να διαμορφώνουν τη στρατηγική κατεύθυνση των οργανισμών.
Βασικές δεξιότητες	Επιδεικνύουν βασικές δεξιότητες στρατηγικής σκέψης. Μπορούν να αναλύουν και να αξιολογούν πληροφορίες, να εντοπίζουν μοτίβα και να σκέφτονται κριτικά κατά την ανάπτυξη στρατηγικών. Διαθέτουν βασικές δεξιότητες επίλυσης προβλημάτων και λήψης αποφάσεων, που τους επιτρέπουν να συμβάλλουν σε στρατηγικές συζητήσεις και πρωτοβουλίες.	Έχουν τελειοποιήσει τις δεξιότητές τους στη στρατηγική σκέψη. Είναι ικανοί να διεξάγουν εις βάθος αναλύσεις, να συνθέτουν σύνθετες πληροφορίες και να αξιολογούν Πολλαπλές επιλογές. Διαθέτουν Προηγμένες δεξιότητες επίλυσης προβλημάτων και μπορούν να αναπτύξουν δημιουργικές και καινοτόμες λύσεις. Οι δεξιότητές τους στη λήψη αποφάσεων είναι ανεπτυγμένες και μπορούν να σταθμίζουν αποτελεσματικά τους κινδύνους και τα οφέλη.	Τα άτομα διαθέτουν εξαιρετικές δεξιότητες στρατηγικής σκέψης. Διαθέτουν υψηλές ικανότητες κριτικής σκέψης, που τους επιτρέπουν να προβλέπουν τάσεις, να εντοπίζουν κρυφές ευκαιρίες και να αναλύουν Πολύπλοκα συστήματα. Διαπρέπουν στην επίλυση προβλημάτων και μπορούν να αντιμετωπίσουν εξαιρετικά Περίπλοκες Προκλήσεις. Οι δεξιότητές τους στη λήψη αποφάσεων είναι ιδιαίτερα εκλεπτυσμένες, επιτρέποντάς τους να λαμβάνουν ορθές αποφάσεις σε σύνθετες και διαφορούμενες καταστάσεις.
Ευθύνη και αυτονομία	Τα άτομα επιδεικνύουν ένα βασικό επίπεδο ευθύνης και αυτονομίας στη στρατηγική σκέψη. Συμβάλλουν σε στρατηγικές συζητήσεις, αναλαμβάνουν την ευθύνη των καθηκόντων που τους ανατίθενται και συνεργάζονται με άλλους. Ζητούν καθοδήγηση από ανώτερους και ακολουθούν τα καθιερωμένα πρωτόκολλα και κατευθυντήριες γραμμές.	Τα άτομα έχουν μεγαλύτερο βαθμό ευθύνης και αυτονομίας. Συμμετέχουν ενεργά στον στρατηγικό σχεδιασμό, αναλαμβάνουν την ευθύνη πρωτοβουλιών και παρέχουν καθοδήγηση και καθοδήγηση σε άλλους. Έχουν την εξουσία να λαμβάνουν στρατηγικές αποφάσεις εντός των καθορισμένων τομέων ευθύνης τους.	Τα άτομα έχουν υψηλό επίπεδο ευθύνης και αυτονομίας. Ηγούνται στρατηγικών πρωτοβουλιών, καθορίζουν τη στρατηγική ατζέντα και παρέχουν καθοδήγηση στους ανώτερους ηγέτες. Έχουν την εξουσία να λαμβάνουν κρίσιμες αποφάσεις που διαμορφώνουν την κατεύθυνση του οργανισμού και έχουν σημαντικό αντίκτυπο στην επιτυχία του.
Ερωτήσεις	Πώς θα συλλέγατε και θα αναλύατε τα σχετικά δεδομένα της αγοράς για να εντοπίσετε πιθανές ευκαιρίες και απειλές για τον οργανισμό σας; Ποιες στρατηγικές θα χρησιμοποιούσατε για να αξιολογήσετε τα δυνατά και αδύνατα σημεία του	Πώς θα πραγματοποιούσατε μια ολοκληρωμένη ανάλυση του ανταγωνιστικού τοπίου, συμπεριλαμβανομένης της κατάρτισης του προφίλ των ανταγωνιστών και της τμηματοποίησης της αγοράς; Ποιες μεθοδολογίες ή εργαλεία θα χρησιμοποιούσατε για να αξιολογήσετε τον πιθανό	Πώς θα αξιοποιούσατε προηγμένες τεχνικές ανάλυσης δεδομένων και έρευνας αγοράς για να αποκτήσετε βαθύτερη γνώση της συμπεριφοράς και των προτιμήσεων των πελατών; Ποιες μεθόδους ή μοντέλα θα χρησιμοποιούσατε για την αξιολόγηση σύνθετων επιχειρηματικών σεναρίων και τη





<p>οργανισμού σας και την ανταγωνιστική του θέση; Πώς θα χρησιμοποιούσατε βασικά στρατηγικά Πλαίσια, όπως η ανάλυση SWOT, για να ενημερώσετε τη διαδικασία λήψης αποφάσεων; Ποια μέτρα θα λαμβάνετε για να ενημερώνετε για τις τάσεις και τις εξελίξεις στον κλάδο που μπορεί να επηρεάσουν τον οργανισμό σας στο εγγύς μέλλον; Πώς θα ευθυγραμμίζετε τους στρατηγικούς σας στόχους με τις αναδυόμενες ανάγκες και απαιτήσεις των Πελατών; Πώς μπορείτε να προβλέψετε και να Προετοιμαστείτε για Πιθανές διαταραχές ή αλλαγές στο Περιβάλλον</p>	<p>αντίκτυπο των τάσεων του κλάδου στους στρατηγικούς στόχους του οργανισμού σας; Πώς μπορείτε να εντοπίσετε και να αναλύσετε αναδυόμενες ευκαιρίες ή απειλές που δεν είναι άμεσα εμφανείς; Πώς θα αναπτύξετε ένα μακροπρόθεσμο όραμα και έναν στρατηγικό χάρτη Πορείας που να ευθυγραμμίζεται με τις αναμενόμενες μελλοντικές τάσεις και εξελίξεις; Ποιες στρατηγικές θα χρησιμοποιούσατε για να Προωθήσετε την καινοτομία και τη συνεχή βελτίωση στον οργανισμό σας; Πώς μπορείτε να εξισορροπήσετε τους βραχυπρόθεσμους στόχους με τους μακροπρόθεσμους στόχους βιωσιμότητας και ανάπτυξης;</p>	<p>λήψη τεκμηριωμένων στρατηγικών αποφάσεων; Πώς μπορείτε να αξιολογήσετε και να ενσωματώσετε γεωπολιτικούς, κοινωνικοοικονομικούς και τεχνολογικούς Παράγοντες στη στρατηγική σας ανάλυση; Πώς θα διαμορφώνατε και θα επηρεάζατε ενεργά το τοπίο του κλάδου μέσω της ηγεσίας σκέψης και των βιομηχανικών συνεργασιών; Ποιες στρατηγικές θα εφαρμόζατε για να Προωθήσετε μια κουλτούρα συνεχούς καινοτομίας και να διαταράξετε τα Παραδοσιακά επιχειρηματικά μοντέλα; Πώς μπορείτε να προβλέψετε και να αντιμετωπίσετε μακροπρόθεσμες Προκλήσεις, όπως ζήτηματα βιωσιμότητας ή Παγκόσμιες μακροοικονομικές τάσεις;</p>
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**Εφαρμογή, (για
Ποιους έχει σημασία)**

Η εφαρμογή της ικανότητας στρατηγικής σκέψης εκτείνεται σε διάφορους τομείς δραστηριότητας και επίπεδα καθιόντων σε έναν οργανισμό. Αυτοί που σκέφτονται στρατηγικά είναι Πολύτιμοι συντελεστές στις διαδικασίες στρατηγικού σχεδιασμού και λήψης αποφάσεων, όπου αναλύουν εσωτερικούς και εξωτερικούς Παράγοντες, εντοπίζουν ευκαιρίες και αξιολογούν τους κινδύνους. Διαδραματίζουν κρίσιμο ρόλο στον καθορισμό της κατεύθυνσης και των στόχων ενός οργανισμού, ευθυγραμμίζοντας τους με το όραμα και την αποστολή του. Είναι επίσης υπεύθυνοι για την Παρακολούθηση των τάσεων του κλάδου, την Πρόβλεψη των αλλαγών της αγοράς και την ανάπτυξη καινοτόμων στρατηγικών για να Παραμείνουν μπροστά από τον ανταγωνισμό. Η εμπειρογνομosύνη τους επεκτείνεται σε τομείς όπως η επιχειρηματική ανάπτυξη, η κατανομή των πόρων, η αξιολόγηση των επιδόσεων και η συνεχής βελτίωση. Σε υψηλότερα επίπεδα καθιόντων, αναλαμβάνουν ηγετικούς ρόλους, καθοδηγώντας τον οργανισμό κατά τη διάρκεια σύνθετων μεταβάσεων, διασφαλίζοντας την αποτελεσματική εκτέλεση των στρατηγικών και Προωθώντας μια κουλτούρα στρατηγικής ευελιξίας και καινοτομίας. Συνεργάζονται με διαλειτουργικές ομάδες, εμπλέκουν τα ενδιαφερόμενα μέρη και επικοινωνούν το στρατηγικό όραμα για την Προώθηση της οργανωτικής επιτυχίας. Συνολικά, η εφαρμογή της ικανότητας στρατηγικής σκέψης διατρέχει όλα τα επίπεδα και τους λειτουργικούς τομείς ενός οργανισμού, διαδραματίζοντας καθοριστικό ρόλο στη διαμόρφωση της μακροπρόθεσμης ανάπτυξης και βιωσιμότητάς του.

Ατομική Προτοβουλία



**Co-funded by
the European Union**

The European Commission support for the production of this publication does not constitute an endorsement of the contents which reflects the views only of the authors, and the National Agency and Commission cannot be held responsible for any use which may be made of the information contained therein. Project No. 2022-1-LT01-KA220-VET-000087491



Η ατομική πρωτοβουλία ως ικανότητα περιλαμβάνει την αυτογνωσία, την αυτοπαρακίνηση, την ανάληψη προληπτικών δράσεων και τον εντοπισμό των δυνατοτήτων του ατόμου να συμβάλει στη βιωσιμότητα. Περιλαμβάνει την αναγνώριση των προσωπικών δυνατών σημείων, τον καθορισμό στόχων, την ανάληψη της ευθύνης για τα καθήκοντα που σχετίζονται με τη βιωσιμότητα και την προληπτική και αυτοκριτική προώθηση των στόχων της βιωσιμότητας.

	Ενδιάμεσο επίπεδο	Προχωρημένο επίπεδο	Επίπεδο Ειδικού
Γνώσεις	<p>Κατανόηση των βασικών αρχών και εννοιών της βιωσιμότητας, συμπεριλαμβανομένων των στόχων της βιώσιμης ανάπτυξης, της διατήρησης του περιβάλλοντος και των υπεύθυνων πρακτικών. Γνωρίζουν τα παγκόσμια και τοπικά ζητήματα βιωσιμότητας, όπως η κλιματική αλλαγή, η κατανάλωση νερού κ.λπ. Είναι εξοικειωμένοι με τις βιώσιμες πρακτικές σε διάφορους τομείς, π.χ. βιώσιμη ενέργεια, κυκλική οικονομία, αποτύπωμα νερού κ.λπ. Είναι εξοικειωμένοι με τον προσωπικό οικολογικό αντίκτυπο και πώς η ατομική συμπεριφορά μπορεί να συμβάλει στη βιωσιμότητα. Γνωρίζουν τους σχετικούς φορείς που εμπλέκονται στη βιωσιμότητα.</p>	<p>Ολοκληρωμένη γνώση των σύνθετων προκλήσεων βιωσιμότητας, των ριζών τους και των επιπτώσεών τους. Γνώση καινοτόμων βιώσιμων τεχνολογιών, αναδυόμενων τάσεων και βέλτιστων πρακτικών από διάφορους τομείς. Γνωρίζουν τα πολιτικά και ρυθμιστικά πλαίσια σε παγκόσμιο και τοπικό επίπεδο, όπως τα περιβαλλοντικά πρότυπα και τα πρότυπα βιωσιμότητας, τους νόμους και τις συστάσεις. Κατανοούν σε βάθος πώς να εμπλέκουν τα ενδιαφερόμενα μέρη, να προωθούν τη συνεργασία και να κινητοποιούν την υποστήριξη. Έχουν επίγνωση των ηθικών προβληματισμών και της κοινωνικής ευθύνης.</p>	<p>Είναι σε θέση να αναλύει σύνθετες προκλήσεις βιωσιμότητας και να εντοπίζει πιθανές λύσεις. Διαθέτουν εξειδικευμένες γνώσεις στην τελευταία έρευνα και την καινοτομία που συνδέονται με τη βιωσιμότητα. Είναι ειδικοί στους στόχους βιώσιμης ανάπτυξης και σε θέση να ευθυγραμμίζουν τις εθνικές ατζέντες με βιώσιμες πρωτοβουλίες. Είναι ειδικοί σε θέματα πολιτικής και επηρεασμού των φορέων λήψης αποφάσεων για την προώθηση της βιωσιμότητας.</p>
Βασικές δεξιότητες	<p>Θέτουν συγκεκριμένους και εφικτούς προσωπικούς βιώσιμους στόχους. Αναζητούν ευκαιρίες για να συμβάλουν στην αειφορία -έχουν ισχυρή αυτοπαρακίνηση και διαχειρίζονται αποτελεσματικά το χρόνο τους. Εντοπίζουν τα προβλήματα και τις προκλήσεις για την εκπλήρωση των στόχων τους.</p>	<p>Σχεδιάζουν και διαχειρίζονται έργα βιωσιμότητας. Δημιουργούν δίκτυα ενδιαφερομένων μερών. Επικοινωνούν αποτελεσματικά τους στόχους τους. Λαμβάνουν βιώσιμες στρατηγικές αποφάσεις. Εξετάζουν τον αντίκτυπο των ενεργειών τους σε τοπικό και παγκόσμιο επίπεδο.</p>	<p>Διαθέτουν ηγετικές ικανότητες και ηγούνται ομάδων. Αξιολογούν τον αντίκτυπο των δράσεων που αναλήφθηκαν. Είναι προσαρμοστικοί, διαπραγματευτές και ασκούν επιρροή σε υπεύθυνους χάραξης πολιτικής. Προβλέπουν μελλοντικές αλλαγές και προκλήσεις.</p>





	<p>Αναστοχάζονται σχετικά με τις δράσεις τους και την επίδρασή τους στη βιωσιμότητα</p> <p>Είναι Προσαρμοστικοί και να μαθαίνουν από την εμπειρία</p>	<p>Λαμβάνουν ηθικά ορθές αποφάσεις</p>	<p>Δημιουργούν στρατηγικών εταιρικές σχέσεις με τους ενδιαφερόμενους φορείς</p> <p>Είναι ανθεκτικοί και Προσαρμοστικοί</p>
<p>Ευθύνη και αυτονομία</p>	<p>Είναι σε θέση να εργάζονται ανεξάρτητα σε Πρωτοβουλίες και να αναλαμβάνετε την ευθύνη των καθηκόντων σας.</p> <p>Αναλαμβάνουνε Προληπτικές δράσεις</p> <p>Αναζητούν καθοδήγηση από ειδικούς</p>	<p>Αναλαμβάνουν την ευθύνη ενός έργου και καθοδηγούν τα άλλα μέλη της ομάδας</p> <p>Χειρίζονται σύνθετες καταστάσεις που σχετίζονται με ένα έργο</p> <p>Εκμεταλλεύονται την καινοτόμο τεχνολογία</p> <p>Επενδύουν στην επαγγελματική σας ανάπτυξη και τις γνώσεις τους</p> <p>Μπορούν να διεκπεραιώσουν ένα βιωσιμότητας</p>	<p>Έχουν ρόλο μέντορα και μπορούν να καθοδηγήσουν τους άλλους στη βιωσιμότητα</p> <p>Αναπτύσσουν στρατηγικό σχέδιο για τη βιωσιμότητα</p> <p>Έχουν ηγετικές ικανότητες και επηρεάζουν τους φορείς χάραξης πολιτικής</p> <p>Είναι σύμβουλοι βιωσιμότητας</p> <p>Συνεργάζονται με τους υπεύθυνους χάραξης Πολιτικής</p>
<p>Ερωτήσεις</p>	<p>Ποιες βιώσιμες Πρακτικές ή Πρωτοβουλίες μπορώ να εφαρμόσω;</p> <p>Πώς μπορώ να βάλω Προτεραιότητες στις εργασίες;</p> <p>Ποιες ενέργειες πρέπει να κάνω για να εκπληρώσω τους στόχους της βιωσιμότητας;</p>	<p>Πώς μπορώ να Προσελκύσω και να συνεργαστώ με ενδιαφερόμενους φορείς για πρωτοβουλίες βιωσιμότητας;</p> <p>Πώς μπορώ να φέρω καινοτομία στην αντιμετώπιση ζητημάτων βιωσιμότητας;</p> <p>Πώς μπορώ να δημιουργήσω αντίκτυπο από την πρωτοβουλία μου;</p>	<p>Πώς οραματίζεστε τα μελλοντικά αποτελέσματα της Πρωτοβουλίας σας;</p> <p>Ποια είναι τα καλά μου Παραδείγματα που μπορώ να μοιραστώ με άλλα άτομα;</p> <p>Ποιες σύνθετες αποφάσεις έχω λάβει;</p>
<p>Εφαρμογή, (για Ποιους έχει σημασία)</p>	<ul style="list-style-type: none"> • Επαγγελματίες όπως διαχειριστές αειφορίας, Περιβαλλοντικοί σύμβουλοι και επαγγελματίες που εργάζονται σε Πράσινους οργανισμούς. Αυτή η ικανότητα μπορεί να τους βοηθήσει να σχεδιάσουν και να διαχειριστούν καινοτόμα έργα και Πρωτοβουλίες βιωσιμότητας. • Επιχειρηματίες και ιδιοκτήτες ΜΜΕ που επιδιώκουν να ενσωματώσουν τη βιωσιμότητα στους οργανισμούς τους. Η ατομική Πρωτοβουλία μπορεί να τους βοηθήσει να εντοπίσουν και να εφαρμόσουν βιώσιμες Πρακτικές και λύσεις. • Εκπαιδευτικοί, δάσκαλοι και εκπαιδευτές, οι οποίοι μπορούν να βοηθήσουν τους μαθητές να αναπτύξουν τις δικές τους ικανότητες στον τομέα της βιωσιμότητας και να τους βοηθήσουν να οικοδομήσουν μια Πράσινη νοοτροπία. • Οι υπεύθυνοι χάραξης Πολιτικής που ασχολούνται με θέματα που σχετίζονται με τη βιωσιμότητα μπορούν να εφαρμόσουν ατομική Πρωτοβουλία για να Προωθήσουν και να ηγηθούν αλλαγών βιώσιμης Πολιτικής. • Οι φοιτητές μπορούν να αναπτύξουν ατομικές Πρωτοβουλίες για να συμμετέχουν ενεργά σε έργα και δραστηριότητες που σχετίζονται με τη βιωσιμότητα. • Μη κερδοσκοπικοί οργανισμοί που εστιάζουν στην αειφορία. 		



**Διαπροσωπική δράση**

Η διαπροσωπική ικανότητα δράσης αφορά την ικανότητα του ατόμου να συμμετέχει σε αποτελεσματικές και ουσιαστικές κοινωνικές αλληλεπιδράσεις που προωθούν βιώσιμες πρακτικές και αξίες. Περιλαμβάνει την ικανότητα επικοινωνίας και συνεργασίας με άλλους, την οικοδόμηση συνεργασιών και την επιρροή της συμπεριφοράς προς την κατεύθυνση βιώσιμων αποτελεσμάτων. Απαιτεί την κατανόηση και την αντιμετώπιση των κοινωνικών, οικονομικών και περιβαλλοντικών διαστάσεων της αειφορίας, ενώ παράλληλα καλλιεργεί την αίσθηση της συλλογικής ευθύνης και της ενδυνάμωσης για την προώθηση θετικών αλλαγών.

	Ενδιάμεσο επίπεδο	Προχωρημένο επίπεδο	Επίπεδο Ειδικού
Γνώσεις	Περιγραφή των αρχών και των στρατηγικών της αποτελεσματικής επικοινωνίας για την προώθηση βιώσιμων πρακτικών και την εμπλοκή των ενδιαφερομένων μερών	Αναγνώριση ολιστικών οπτικών για την προώθηση ολοκληρωμένων βιώσιμων λύσεων	Σκέψη σχετικά με προηγμένες έννοιες βιωσιμότητας, αναδυόμενες τάσεις και καινοτόμες λύσεις
Βασικές δεξιότητες	Χρησιμοποιούν δεξιότητες ενεργητικής ακρόασης και αποτελεσματικές τεχνικές επικοινωνίας για να συμμετέχουν σε συζητήσεις για τη βιωσιμότητα	Εφαρμόζουν δεξιότητες διευκόλυνσης και διαπραγμάτευσης για την προώθηση της συνεργασίας σε πρωτοβουλίες βιωσιμότητας	Επιδεικνύουν ισχυρές ηγετικές ικανότητες και ικανότητες επιρροής για την προώθηση συστημικών αλλαγών και την κινητοποίηση των κοινοτήτων προς την κατεύθυνση βιώσιμων δράσεων
Ευθύνη και αυτονομία	Συνεργάζονται, αναζητώντας ενεργά ευκαιρίες συνεργασίας με άλλους για βιώσιμες λύσεις	Καθοδηγούν ομάδες ή κοινότητες προς την επίτευξη βιώσιμων στόχων	Επηρεάζουν την αλλαγή συμπεριφοράς, παρακινώντας και ενδυναμώνοντας άτομα και κοινότητες να προωθήσουν σημαντικές θετικές αλλαγές προς την κατεύθυνση των στόχων της αειφορίας
Ερωτήσεις	Πώς μπορώ να βελτιώσω τις δεξιότητές μου ενεργητικής ακρόασης για να κατανοώ καλύτερα τις απόψεις των άλλων στις διαπροσωπικές αλληλεπιδράσεις; Ποιες στρατηγικές μπορώ να χρησιμοποιήσω για να επικοινωνήσω αποτελεσματικά έννοιες και πρωτοβουλίες βιωσιμότητας σε διαφορετικά ακροατήρια; Πώς μπορώ να κινηθώ και να	Πώς μπορώ να αξιοποιήσω τις διαπροσωπικές μου δεξιότητες για τη δημιουργία ισχυρών συμπράξεων και συνεργασιών σε διάφορους τομείς για πιο αποτελεσματικές πρωτοβουλίες βιωσιμότητας; Πώς μπορώ να εφαρμόσω την ενσυναίσθηση και την πολιτισμική ευαισθησία για να γεφυρώσω τα χάσματα και να προωθήσω τη συμμετοχικότητα στις προσπάθειες βιωσιμότητας;	Πώς μπορώ να ηγηθώ και να εμπνεύσω ομάδες ώστε να αγκαλιάσουν τη βιωσιμότητα ως βασική αξία και να την ενσωματώσουν στις καθημερινές τους δράσεις και στη λήψη αποφάσεων; Πώς μπορώ να επηρεάσω και να κινητοποιήσω ευρύτερες κοινότητες ή οργανισμούς προς βιώσιμες πρακτικές μέσω αποτελεσματικής διαπροσωπικής επικοινωνίας και στρατηγικής συνηγορίας; Ποιες προσεγγίσεις μπορώ να





	επιλύσω τις συγκρούσεις που μπορεί να προκύψουν όταν εργάζομαι συνεργατικά σε έργα βιωσιμότητας;	Με ποιους τρόπους μπορώ να εμπλακώ ενεργά και να δραστηριοποιήσω τα ενδιαφερόμενα μέρη στις διαδικασίες λήψης αποφάσεων, ώστε να διασφαλίσω ότι η φωνή τους ακούγεται και εκτιμάται στα έργα αειφορίας;	ακολουθήσω για να καθοδηγήσω και να ενδυναμώσω τους αναδυόμενους ηγέτες αειφορίας, να ενθαρρύνω τις διαπροσωπικές τους ικανότητες και να προωθήσω τις δικές τους πρωτοβουλίες με αντίκτυπο;
Εφαρμογή, (για ποιους έχει σημασία)	<p>Ανεξάρτητα από τη θέση εργασίας ή τους τομείς δραστηριότητάς τους, ένα ευρύ φάσμα ατόμων που ασχολούνται με τη βιώσιμη ανάπτυξη μπορούν να επωφεληθούν από αυτή την ικανότητα:</p> <ul style="list-style-type: none">• επαγγελματίες της βιωσιμότητας, όπως μάνατζερ, συντονιστές ή σύμβουλοι βιωσιμότητας• Εκπαιδευτές και εκπαιδευτικό Προσωπικό• επιχειρηματικοί ηγέτες και διευθυντικά στελέχη• υπεύθυνοι χάραξης Πολιτικής• ηγέτες της κοινότητας		





11.4. Lietuviškai

Informuotumas apie tvarumą

Sąmoningumas tvarumo srityje apima išsamų aplinkosaugos iššūkių supratimą ir tvarios praktikos svarbą siekiant juos veiksmingai spręsti. Tai yra reikalingas aukštas tvarumo supratimo lygis, jog galima būtų parodyti gilių aplinkosaugos problemų, jų poveikio ir būtinybės taikyti tvarią praktiką joms mažinti supratimą. Tai reiškia, kad tvarumas yra nuolatinis prioritetas, yra aktyviai ieškoma galimybių taikyti aplinkai palankius sprendimus, yra propaguojami atsakingo vartojimo ir gamybos metodai, tuo pat metu remiant teisingumą ir skatinant gamtos išsaugojimą.

	Tarpinis lygmuo	Pažengęs lygmuo	Ekspertinis lygmuo
Žinios	Suprasti tvarumą, įskaitant aplinkosaugos iššūkius ir tvarios praktikos svarbą.	Žinoti apie gamtos išsaugojimą, įskaitant biologinės įvairovės išsaugojimą, ekosistemų atkūrimą ir atsakingą išteklių tvarkymą, ir įsitraukti į šią veiklą.	Pripažinti ir aktyviai remti gamtos išsaugojimo iniciatyvas, propaguoti buveinių apsaugą ir puoselėti tvarius žmonių ir aplinkos santykius.
Pagrindiniai įgūdžiai	Kasdieniam gyvenime praktikuoti tvarumą mažinant energijos, atliekų ir vandens naudojimą. Įvertinti ir pasiūlyti tvarius sprendimus įvairiose aplinkose, kaip, pavyzdžiui, namai, mokyklos, vietos įmonės.	Kurti ir įgyvendinti tvarias organizacijų strategijas, atsižvelgiant į aplinką, visuomenę ir ekonomiką. Kvalifikuotai vertinti poveikį aplinkai ir kurti novatoriškus sprendimus, kaip jį sumažinti įgyvendinant didelius projektus.	Kurti ir vykdyti atsinaujinančiosios energijos, atliekų tvarkymo ir tvarumo programas. Demonstruoti supratimą apie tarptautinę aplinkosaugos politiką ir pasisakyti už visuotinį tvarumą.
Atsakomybė ir savarankiškumas	Įvertinti ir pagerinti vietos žmonių poveikį aplinkai, skatinti tvarią praktiką. Šviesti ir įtraukti bendruomenę į ekologiškus įpročius per seminarus ir kampanijas.	Plėtoti ir įgyvendinti plataus masto tvarumo projektus infrastruktūros, miesto planavimo ir regioninės politikos srityse. Analizuoti gamtinio gyvavimo ciklą, ieškoti ekologinio projektavimo galimybių ir siūlyti tvarias alternatyvas.	Kurti ir prižiūrėti svarbias tvarumo programas, skatinančias pokyčius įvairiuose sektoriuose. Daryti įtaką pasaulinei politikai ir propaguoti tvarią praktiką, naudojantis tarptautinės aplinkosaugos politikos žiniomis.
Klausimai	Kaip tvarią praktiką integruoti į kasdienę veiklą ir kasdienybę, kad	Kokius naujoviškus metodus ar technologijas galima taikyti siekiant skatinti tvarumą ir gamtos	Kokiais būdais bendruomenės ir organizacijos gali bendradarbiauti, kad įgyvendintų tvarius





Pritaikymas (kam tai aktualu)	būtų sumažintas poveikis aplinkai?	išsaugojimą įvairiuose sektoriuose?	sprendimus ir spęstų aplinkosaugos problemas platesniu mastu?
	Tvarumo supratimas yra svarbus aplinkos mokslų ir ekologijos srityse, nes šie specialistai tiria aplinką ir ieško aplinkosauginių problemų sprendimų. Kita sritis galėtų būti aktuali tvaraus verslo vadovams, kurie yra atsakingi už tvarumo praktikos integravimą į verslo veiklą, atsakingo išteklių valdymo ir socialinių ir aplinkosaugos aspektų užtikrinimą. Meta lygmeniu tvarumo supratimas svarbus miestų planuotojams, kurių projektuose numatyta projektuoti ir plėtoti tvarius miestus, įtraukiant žaliąją infrastruktūrą ir skatinant tvarias transporto ir energetikos sistemas.		

Sisteminis mąstymas

Sisteminio mąstymo kompetencija – tai gebėjimas suvokti ir spręsti tvarumo uždavinius analizuojant ir suvokiant visuomeninių, ekonominių ir aplinkos sistemų tarpusavio sąsajas. Jis apima sudėtingoms sistemoms būdingos tarpusavio priklausomybės ir grįžtamojo ryšio ciklą įžvelgimą ir šio supratimo panaudojimą kuriant išsamius ir tvarius sprendimus.

	Tarpinis lygmuo	Pažengęs lygmuo	Ekspertinis lygmuo
Žinios	Gerai suprasti pagrindinius su tvarumu susijusius sisteminio mąstymo principus ir sąvokas. Gebėti atpažinti, kaip socialinės, ekonominės ir aplinkosaugos sistemos yra tarpusavyje susijusios, ir numatyti galimus intervencijos į sudėtingas sistemas rezultatus.	Gerai suprasti pagrindines sisteminio mąstymo teorijas ir principus. Turėti daug žinių apie sudėtingas adaptyvias sistemas, įskaitant sistemų dinamiką ir atsparumą. Turėti įgūdžių analizuoti ir interpretuoti duomenis, kad būtų galima nustatyti dinaminį sistemų modelius ir tendencijas. Puikiai suprasti tvarumą ir jo sąsajas su sisteminiu mąstymu.	Įvaldžius pažangias sisteminio mąstymo teorijas ir modelius, tokius kaip netiesinė dinamika ir chaoso teorija, turėti daug žinių apie sudėtingas adaptyvias sistemas, įskaitant sudėtingą tinklų analizę ir atsiradimą. Mokėti taikyti pažangias kiekybines ir kokybines metodikas, kad galima būtų analizuoti sudėtingas sistemas ir spręsti tvarumo iššūkius. Gebėti kritiškai vertinti ir integruoti tarpdisciplininius sudėtingų sistemų ir tvarumo mokslinius tyrimus.





Pagrindiniai įgūdžiai	Suprasti, kaip susijusios skirtingos sistemos dalys ir kaip vienos dalies pokyčiai gali paveikti kitas dalis.	Naudoti modelius, jog ištirti, kaip elgiasi sudėtingos sistemos, numatyti, kaip jos gali keistis laikui bėgant, ir gebėti rasti galimybių daryti teigiamą poveikį.	Padėti kitiems mąstyti sistemiškai, priimti sprendimus, atsižvelgiant į bendrą vaizdą ir ilgalaikį poveikį, ir padėti sistemoms tapti atsparesnėms iššūkių akivaizdoje.
Atsakomybė ir savarankiškumas	Dirbti prižiūrint ir vadovaujant, naudotis sisteminiu mąstymo principais ir priemonėmis bei ieškoti patarimų, kai yra susiduriama su sudėtingais tvarumo iššūkiais.	Savarankiškai analizuoti sudėtingas problemas, siūlyti novatoriškus ir tvarius sprendimus, atsižvelgti į ilgalaikes pasekmes, bendradarbiauti su įvairių sričių komandomis.	Atlikti sudėtingą sisteminę analizę, kurti išsamias tvarumo strategijas, imtis lyderystės, plėtoti sisteminių mąstymą ir veiksmingai informuoti suinteresuotąsias šalis bei sprendimus priimančius asmenis apie jo svarbą.
Klausimai	Kaip suprasti ir analizuoti svarbias sudėtingos sistemos dalis ir ryšius, kad ji būtų tvari? Ar galite pateikti paprastų priežastinių ryšių sistemoje, kurie turi įtakos tvarumui, pavyzdžių? Ir kaip galime naudoti paprastas priemones, pavyzdžiui, diagramas, kad sužinotume daugiau apie tvarumo iššūkius konkrečioje situacijoje?	Kaip galime nuodugniai ištirti sudėtingas sistemas, susijusias su tvarumu, atsižvelgdami į tai, kaip įvairios dalys priklauso viena nuo kitos, kur galime padaryti reikšmingiausius pokyčius ir kokia nauja elgsena gali atsirasti? Kaip pažangios priemonės, pavyzdžiui, modeliavimas ir tinklų analizė, padeda suprasti, kaip sudėtingos sistemos elgiasi tvarumo požiūriu? Ir kaip scenarijų analizė ir jautrumo testavimas gali padėti suprasti intervencijų į sudėtingas sistemas poveikį ir nenumatytas pasekmes?	Kaip išsamiai suprasti ryšius, svarbius pokyčių taškus ir naują elgseną, atsirandančią sudėtingose sistemose, susijusiose su tvarumu? Kaip tokios priemonės, kaip modeliavimas ar tinklų analizė, gali padėti modeliuoti ir suprasti, kaip sudėtingos sistemos elgiasi tvarumo požiūriu? Kaip scenarijų analizė ir jautrumo testavimas gali padėti mums įvertinti intervencijų į sudėtingas sistemas poveikį ir nenumatytas pasekmes? Ar galite pasidalinti veiksmingais būdais, kaip paaiškinti sudėtingas idėjas apie sistemas įvairioms žmonių grupėms?
Pritaikymas (kam tai aktualu)	Sisteminiis mąstymas aktualus daugeliui asmenų ir specialistų, dirbančių darnaus vystymosi ir susijusiose srityse. Tai yra aplinkosaugos konsultantai, politikos formuotojai, verslininkai, pedagogai, mokslininkai, ne pelno siekiančių organizacijų ir bendruomenių lyderiai. Sisteminiis mąstymas padeda jiems suprasti ir spręsti socialinių, ekonominių ir aplinkosaugos sistemų tarpusavio sąsajas, todėl asmenys gali analizuoti sudėtingus iššūkius, kurti veiksmingas strategijas ir propaguoti tvarius rezultatus.		



**Numatomasis mąstymas**

Numatomasis mąstymas – tai į ateitį orientuota kompetencija, apimanti ateities scenarijų numatymą ir planavimą, kaip spręsti galimus tvarumo iššūkius. Tai reiškia, kad reikia numatyti galimus veiksmų rezultatus ir poveikį, nustatyti su tvarumu susijusią riziką, neapibrėžtumą ir galimybes bei priimti strateginius sprendimus remiantis šiomis prognozėmis.

	Tarpinis lygmuo	Pažengęs lygmuo	Ekspertinis lygmuo
Žinios	Pagrindinių tvarumo principų supratimas ir susipažinimas su prognozavimo metodais ir prognozavimo priemonėmis.	Gilus pasaulinių tvarumo tendencijų, pažangių prognozavimo metodų ir strateginio planavimo metodų supratimas.	Išsamios žinios apie pasaulinius tvarumo klausimus, prognozavimo modeliavimą, strateginių sprendimų priėmimo procesus ir įvairių veiksnių įtaką ateities tvarumo scenarijams.
Pagrindiniai įgūdžiai	Gebėjimas nustatyti būsimus tvarumo iššūkius ir galimybes; pagrindiniai rizikos vertinimo ir strateginio planavimo įgūdžiai.	Gebėjimas kurti ir vertinti ateities tvarumo scenarijus; pažangūs rizikos valdymo ir strateginių sprendimų priėmimo įgūdžiai.	Išmanyti prognozavimo modeliavimą ir strateginį planavimą; gebėti vadovauti tvarumo strategijų kūrimui ir įgyvendinimui, remiantis išankstiniu mąstymu.
Atsakomybė ir savarankiškumas	Gebėjimas savarankiškai nustatyti galimas tvarumo problemas ir teikti rekomendacijas, kaip jas spręsti.	Atsakomybė už tvarumo strategijų kūrimą ir įgyvendinimą remiantis išankstiniu mąstymu; savarankiškumas priimant sprendimus.	Atsakomybė už vadovavimą organizacijos tvarumo iniciatyvoms, grindžiamoms išankstiniu mąstymu; didelis savarankiškumas priimant strateginius sprendimus.
Klausimai	Kaip nustatyti galimas būsimas tvarumo problemas ir parengti jų sprendimo planus?	Kaip kurti ateities tvarumo scenarijus ir juos vertinti?; Kaip reikia valdyti su šiais scenarijais susijusias rizikas?	Kaip vadovauti visos organizacijos tvarumo strategijų, pagrįstų išankstiniu mąstymu, kūrimui ir įgyvendinimui?
Pritaikymas (kam tai aktualu)	Numatomasis mąstymas yra aktualus įvairioms suinteresuotosioms šalims, įskaitant politikos formuotojus, verslo lyderius, tvarumo konsultantus, pedagogus ir pavienius asmenis. Jį galima taikyti įvairiose srityse, pavyzdžiui, strateginiame planavime, rizikos valdyme, švietime, politikos formavime ir asmeninių sprendimų priėmimo.		



**Co-funded by
the European Union**

The European Commission support for the production of this publication does not constitute an endorsement of the contents which reflects the views only of the authors, and the National Agency and Commission cannot be held responsible for any use which may be made of the information contained therein. Project No. 2022-1-LT01-KA220-VET-000087491

**Normatyvinis atstovavimas**

Normatyvinis atstovavimas kaip kompetencija apima darbą su normomis ir etika skatinant tvarumą. Tai apima tvarumo iššūkių socialinių, kultūrinių ir etinių aspektų supratimą, orientavimąsi juose ir įtaką jiems bei veikimą pagal tvarumo principus ir vertybes. Taip pat apima etinių dilemų atpažinimą, pasisakymą už įtraukius ir teisingus požiūrius ir atsakingo elgesio asmeniniame ir profesiniame kontekste demonstravimą.

	Tarpinis lygmuo	Pažengęs lygmuo	Ekspertinis lygmuo
Žinios	Apibūdinti etinį tvarumo aspektą. Apibrėžti verslumo, tvarumo ir etikos ryšį.	Išvardyti etinius standartus, vertybes ir principus, kurie skatina tvarumą. Atpažinti etines dilemas, kylančias tvarios verslininkystės procese.	Paašškinti socialinius, kultūrinius ir etinius tvarių iššūkių aspektus. Nustatyti reguliavimo ir etikos sistemą, kurios reikia laikytis vykdant tvarių verslininkystę.
Pagrindiniai įgūdžiai	Atskirti atsakingą elgesį asmeninėje ir profesinėje srityje. Veikti vadovaujantis tvarumo principais ir vertybėmis.	Demonstruoti atsakingą ir etišką elgesį verslumo etapuose. Integruoti normas, vertybes ir etinius principus, kurie skatina tvarumą.	Taikykite įtraukius ir sąžiningus metodus. Apžvelgti socialinius, kultūrinius ir etinius mūsų veiksmų aspektus.
Atsakomybė ir savarankiškumas	Skatinti tvarumo normas, vertybes ir etinius principus verslumo procesuose.	Įvertinti socialinį, kultūrinį ir etinį verslumo veiksmų poveikį.	Vadovauti komandoms ir atskiriems asmenims, kaip atsakingai spręsti etines dilemas.
Klausimai	Koks yra etinis tvarumo aspektas? Kaip susiję verslumas, etika ir tvarumas? Kaip galiu veikti pagal tvarumo principus ir vertybes? Kaip verslumo procesuose skatinti tvarumo normas, vertybes ir etinius principus?	Kaip sužinoti, ar man iškilo etinė dilema? Ką galiu padaryti, kad integruočiau etines normas, vertybes ir principus, skatinančius tvarumą? Kaip galiu įvertinti savo verslumo veiksmų poveikį socialiniu, kultūriniu ir etiniu požiūriu?	Kaip galima paašškinti socialinius, kultūrinius ir etinius tvarių iššūkių aspektus? Kaip nustatyti normatyvinę ir etinę sistemą, kurios reikėtų laikytis tvariame versle? Kas yra įtraukius ir sąžiningas požiūris ir kaip jį taikyti bei įgyvendinti? Ką galiu padaryti, kad atsakingai vadovuočiau komandoms, kai susiduriu su etinėmis dilemomis?
Pritaikymas (kam tai aktualu)	Normatyvinis atstovavimas yra aktualus daugeliui asmenų ir specialistų, dirbančių darnaus vystymosi ir susijusiose srityse. Tai – darnaus vystymosi konsultantai, politikos formuotojai, verslininkai, pedagogai, mokslininkai, ne pelno siekiančios organizacijos ir		





bendruomenių lyderiai. Normatyvinis atstovavimas padeda jiems suprasti ir spręsti socialinių, ekonominių ir aplinkosaugos sistemų tarpusavio sąsajas, leidžia analizuoti sudėtingas problemas.

Strateginis mąstymas

Strateginio mąstymo kompetencija apima gebėjimą analizuoti sudėtingas situacijas, numatyti ateities tendencijas ir kurti efektyvius ilgalaikius planus konkrečioms tikslams ar uždaviniams pasiekti. Ji apima kritišką mąstymą, įvairių perspektyvų apsvaistymą ir informacijos sintezę, kad būtų galima priimti pagrįstus sprendimus. Strateginio mąstymo specialistai pasižymi sistetine ir holistine perspektyva, leidžiančia jiems suprasti platesnį vaizdą, nustatyti galimybes ir įveikti iššūkius, kartu išliekant prisitaikančiais ir atvirais pokyčiams. Strateginės analizės, problemų sprendimo, sprendimų priėmimo ir bendravimo įgūdžiai leidžia jiems formuoti organizacijos kryptį ir skatinti jos sėkmę dinamiškoje aplinkoje.

Tarpinis lygmuo

Pažengęs lygmuo

Ekspertinis lygmuo

Žinios

Strateginio mąstymo supratimo pagrindo turėjimas. Tai reiškia turėti pagrindinių žinių apie pramonės tendencijas, organizacinius gebėjimus ir strateginio planavimo metodikas. Būti susipažinus su pagrindinėmis strateginėje analizėje naudojamomis analitinėmis priemonėmis ir sistemomis.

Turėti išsamių žinių apie savo pramonės šaką, įskaitant naujas tendencijas, rinkos dinamiką ir konkurencinę aplinką. Puikiai išmanyti strategines sistemas, tokias kaip SWOT analizė, M. Porterio penkių jėgų analizė ar PESTEL analizė. Gerai išmanyti naujausius tyrimus ir įžvalgas, susijusias su strateginiu valdymu.

Turėti išsamių ir specializuotų strateginio mąstymo žinių. Puikiai suprasti konkrečios pramonės šakos tendencijas, galėti numatyti ir valdyti sudėtingą rinkos dinamiką. Puikiai išmanyti pažangius strateginius modelius, metodikas ir naujausius šios srities tyrimus. Būti stipriais lyderiais ir formuoti organizacijų strateginę kryptį.

Pagrindiniai įgūdžiai

Demonstruoti pagrindinius strateginio mąstymo įgūdžius. Gebėti analizuoti ir vertinti informaciją, nustatyti dėsningumus ir kritiškai mąstyti kuriant strategijas. Turėti pagrindinius problemų sprendimo ir sprendimų priėmimo įgūdžius, kas

Būti įgijus patobulintus strateginio mąstymo įgūdžius. Mokėti atlikti išsamią analizę, apibendrinti sudėtingą informaciją ir įvertinti kelias galimybes. Turėti pažangių problemų sprendimo įgūdžių ir galėti kurti kūrybiškus ir novatoriškus sprendimus. Sprendimų

Turėti išskirtinių strateginio mąstymo įgūdžių. Pasižymėti pažangiais kritinio mąstymo gebėjimais, leidžiančiais numatyti tendencijas, nustatyti paslėptas galimybes ir analizuoti sudėtingas sistemas. Gebėti puikiai spręsti problemas ir labai sudėtingus uždavinius. Turėti sprendimų priėmimo įgūdžius labai





<p>Atsakomybė ir savarankiškumas</p>	<p>leidžia prisidėti prie strateginių diskusijų ir iniciatyvų.</p>	<p>priėmimo įgūdžiai yra gerai išvystyti, kas leidžia veiksmingai įvertinti rizikas ir naudas.</p>	<p>išlavintus, kas leidžia priimti pagrįstus sprendimus sudėtingose ir dviprasmiškose situacijose.</p>
	<p>Demonstruoti pagrindinį atsakomybės ir savarankiškumo lygį strateginio mąstymo srityje. Prisidėti prie strateginių diskusijų, priimti atsakomybę už pavestas užduotis ir bendradarbiauti su kitais. Gebėti kreiptis į vyresnius vadovus ir laikytis nustatytų protokolų bei gairių.</p>	<p>Turėti didesnę atsakomybę ir savarankiškumą. Aktyviai dalyvauti strateginiame planavime, priimti atsakomybę už iniciatyvas ir teikti kitiems gaires bei nurodymus. Turėti įgaliojimus priimti strateginius sprendimus savo nustatytose atsakomybės srityse.</p>	<p>Gebėjimas išlaikyti didelę atsakomybę ir savarankiškumą strateginio mąstymo srityje. Vadovauti strateginėms iniciatyvoms, nustatyti strateginę darbotvarkę ir teikti rekomendacijas vyresniesiems vadovams. Turėti įgaliojimus priimti svarbius sprendimus, lemiančius organizacijos kryptį ir darančius didelę įtaką jos sėkmei.</p>
	<p>Kaip rinktumėte ir analizuotumėte atitinkamus rinkos duomenis, kad nustatytumėte galimas organizacijos galimybes ir grėsmes? Kokias strategijas taikytumėte, kad įvertintumėte savo organizacijos stipriąsias ir silpnąsias puses bei jos konkurencinę padėtį? Kaip naudojate pagrindines strategines sistemas, tokias kaip SWOT analizė, kad informuotumėte savo sprendimų priėmimo procesą? Kokių veiksmų imtumėtės, kad būtumėte informuoti apie pramonės tendencijas ir pokyčius, kurie gali turėti įtakos</p>	<p>Kaip atliktumėte išsamią konkurencinės aplinkos analizę, įskaitant konkurentų profiliavimą ir rinkos segmentavimą? Kokias metodikas ar priemones naudotumėte, kad įvertintumėte galimą pramonės tendencijų poveikį jūsų organizacijos strateginiams tikslams? Kaip galite nustatyti ir analizuoti atsirandančias galimybes ar grėsmes, kurios nėra akivaizdžios iš karto? Kaip galėtumėte sukurti ilgalaikę viziją ir strateginį planą, kuris atitiktų numatomas ateities tendencijas ir pokyčius? Kokias strategijas taikytumėte, kad savo organizacijoje skatintumėte inovacijas ir nuolatinį tobulėjimą?</p>	<p>Kaip panaudotumėte pažangius duomenų analizės ir rinkos tyrimų metodus, kad geriau suprastumėte klientų elgseną ir pageidavimus? Kokius metodus ar modelius naudotumėte sudėtingiems verslo scenarijams įvertinti ir pagrįstiems strateginiams sprendimams priimti? Kaip galite įvertinti ir įtraukti geopolitinius, socialinius ir ekonominius bei technologinius veiksnius į savo strateginę analizę? Kaip aktyviai formuotumėte ir darytumėte įtaką pramonei, pasitelkdami minčių lyderystę ir pramonės partnerystę? Kokias strategijas įgyvendintumėte, kad skatintumėte nuolatinį inovacijų kultūrą ir sugriautumėte tradicinius verslo modelius? Kaip galite numatyti ir įveikti ilgalaikius iššūkius, pavyzdžiui,</p>





<p>Pritaikymas (kam tai aktualu)</p>	<p>jūsų organizacijai artimiausioje ateityje? Kaip suderintumėte savo strateginius tikslus su naujais klientų poreikiais ir reikalavimais? Kaip galite numatyti ir pasiruošti galimiems rinkos aplinkos sutrikimams ar pokyčiams?</p>	<p>Kaip suderinti trumpalaikius tikslus su ilgalaikiais tvarumo ir augimo tikslais?</p>	<p>tvarumo klausimus ar pasaulines makroekonominės tendencijas?</p>
	<p>Strateginio mąstymo gebėjimai taikomi įvairiose organizacijos veiklos srityse ir pareigų lygiuose. Strateginio mąstymo specialistai vertingai prisideda prie strateginio planavimo ir sprendimų priėmimo procesų, kuriuose jie analizuoja vidaus ir išorės veiksnius, nustato galimybes ir įvertina rizikas. Jiems tenka svarbus vaidmuo nustatant organizacijos kryptį ir tikslus, derinant juos su organizacijos vizija ir misija. Strateginio mąstymo specialistai taip pat yra atsakingi už pramonės tendencijų stebėjimą, rinkos pokyčių numatymą ir novatoriškų strategijų kūrimą, kad išliktų pranašesni už konkurentus. Jų kompetencija apima tokias sritis kaip verslo plėtra, išteklių paskirstymas, veiklos vertinimas ir nuolatinis tobulinimas. Aukštesnio lygio pareigose strateginio mąstymo specialistai imasi lyderio vaidmens, vadovaudami organizacijai sudėtingais pereinamaisiais laikotarpiais, užtikrindami veiksmingą strategijų įgyvendinimą ir puoselėdami strateginio veržlumo ir inovacijų kultūrą. Jie bendradarbiauja su įvairių sričių komandomis, įtraukia suinteresuotąsias šalis ir perteikia strateginę viziją, kad paskatintų organizacijos sėkmę. Apskritai strateginio mąstymo kompetencijos taikymas apima visus organizacijos lygmenis ir funkcines sritis, vaidindamas lemiamą vaidmenį formuojant jos ilgalaikį augimą ir tvarumą.</p>		

<p>Individuali iniciatyva</p>			
<p>Asmeninė iniciatyva kaip kompetencija apima savęs pažinimą, savimotyvaciją, aktyvų veikimą ir savo potencialo prisidėti prie tvarumo nustatymą. Ji apima asmeninių stiprybių atpažinimą, tikslų nustatymą, atsakomybės už su tvarumu susijusias užduotis prisiėmimą, iniciatyvumą ir savirefleksiją siekiant tvarumo tikslų.</p>			
	<p>Tarpinis lygmuo</p>	<p>Pažengęs lygmuo</p>	<p>Ekspertinis lygmuo</p>
<p>Žinios</p>	<p>Suprasti pagrindinius tvarumo principus ir sąvokas, įskaitant darnaus vystymosi tikslus, aplinkosaugą ir atsakingą praktiką.</p>	<p>Turėti išsamių žinių apie sudėtingus tvarumo iššūkius, jų priežastis ir poveikį. Turėti žinių apie novatoriškas tvarias</p>	<p>Gebėti analizuoti sudėtingus tvarumo iššūkius ir rasti galimus sprendimus. Turėti žinių apie naujausius mokslinius tyrimus ir</p>





	<p>Žinoti apie pasaulines ir vietines tvarumo problemas, tokias kaip klimato kaita, vandens suvartojimas ir pan. išmanyti tvarią praktiką įvairiuose sektoriuose, pvz., tvarią energetiką, žiedinę ekonomiką, vandentvarką ir pan. Žinoti, kokį poveikį ekologijai daro pats žmogus ir kaip jo elgesys gali prisidėti prie tvarumo. Žinoti apie atitinkamas suinteresuotąsias šalis, susijusias su tvarumu.</p>	<p>technologijas, naujas tendencijas ir geriausias praktikas įvairiuose sektoriuose. Žinoti apie politikos ir reguliavimo sistemas pasauliniu ir vietos lygmeniu, pavyzdžiui, aplinkosaugos ir tvarumo standartus, įstatymus ir rekomendacijas. išsamiai išmanyti, kaip įtraukti suinteresuotąsias šalis, skatinti bendradarbiavimą ir sutelkti paramą. Žinoti apie etinius aspektus ir socialinę atsakomybę.</p>	<p>inovacijas, susijusias su tvarumu. Būti darnaus vystymosi tikslų ekspertu ir gebėti suderinti nacionalines darbotvarkes su darniomis iniciatyvomis. Būti politikos ekspertu ir daryti įtaką sprendimų priėmėjams, kad būtų skatinamas tvarumas.</p>
<p>Pagrindiniai įgūdžiai</p>	<p>Nustatyti konkrečius ir pasiekiamus asmeninius tvarius tikslus. Ieškoti galimybių prisidėti prie tvarumo. Būti motyvuotam ir efektyviai valdyti laiką. Identifikuoti problemas ir iššūkius, kad įgyvendinti savo tikslus. Apmąstyti savo veiksmus ir jų poveikį tvarumui. Gebėti prisitaikyti ir mokytis iš patirties.</p>	<p>Planuoti ir valdyti tvarumo projektus. Sukurti suinteresuotųjų šalių tinklus. Efektyviai pranešti apie savo tikslus. Priimti tvarius strateginius sprendimus. Atsižvelgti į savo veiksmų poveikį vietos ir pasaulio mastu. Priimti etiškus sprendimus.</p>	<p>Turėti vadovavimo įgūdžių ir vadovauti komandoms. Įvertinti veiksmų, kurių imtasi, poveikį. Gebėti prisitaikyti ir atlikti derybininko vaidmenį, darant įtaką politikos formuotojams. Numatyti būsimus pokyčius ir iššūkius. Užmegzti strateginę partnerystę su suinteresuotosiomis šalimis. Gebėti prisitaikyti ir išlaikyti atsparumą.</p>
<p>Atsakomybė ir savarankiškumas</p>	<p>Gebėti savarankiškai dirbti su iniciatyvomis ir prisiimti atsakomybę už užduotis. Imtis aktyvių veiksmų – Kreiptis į ekspertus.</p>	<p>Prisiimti atsakomybę už projektą ir vadovauti kitiems komandos nariams. Spręsti sudėtingas su projektu susijusias problemas. Pasinaudoti naujoviškomis technologijomis. Investuoti į savo profesinį tobulėjimą ir žinias. Gebėti vesti tvarumo dirbtuves.</p>	<p>Būti mentoriumi ir vadovauti kitiems tvarumo srityje. Parengti strateginį tvarumo planą. Būti lyderiu ir daryti įtaką politikos formuotojams. Būti tvarumo patarėju. Bendradarbiauti su politikos formuotojais.</p>





Klausimai	Kokių tvarių praktiką ar iniciatyvas galiu įgyvendinti? Kaip nustatyti užduočių prioritetus? Kokių veiksmų turiu imtis, kad įgyvendinčiau tvarumo tikslus?	Kaip pritraukti suinteresuotąsias šalis ir bendradarbiauti su jomis įgyvendinant tvarumo iniciatyvas? Kaip galiu įnešti naujovių sprendžiant tvarumo klausimus? Kaip pasiekti, kad mano iniciatyva darytų poveikį?	Kaip įsivaizduojate būsimus savo iniciatyvos rezultatus? Kokie yra mano gerieji pavyzdžiai, kuriais galiu pasidalinti su kitais asmenimis? Kokius sudėtingus sprendimus priėmiau?
	Pritaikymas (kam tai aktualu) <ul style="list-style-type: none"> Profesionalams, pavyzdžiui, tvarumo vadybininkams, aplinkosaugos konsultantams ir specialistams, dirbantiems į ekologiją orientuotose organizacijose. Ši kompetencija gali padėti jiems planuoti ir valdyti novatoriškus tvarumo projektus ir iniciatyvas. Verslininkams ir mažų ir vidutinių įmonių savininkams, kurie siekia į savo organizacijas įtraukti tvarumo principą. Individuali iniciatyva gali padėti jiems nustatyti ir įgyvendinti tvarių praktiką ir sprendimus. Dėstytojai, mokytojai ir instruktoriai, kurie gali padėti mokiniams ugdyti savo kompetencijas tvarumo srityje ir padėti jiems ugdyti ekologišką mąstyseną. Su tvarumu susijusiais klausimais dirbantys politikos formuotojai, kurie gali imtis individualios iniciatyvos, kad skatintų tvarios politikos pokyčius ir jiems vadovautų. Studentai, kurie gali rengti individualias iniciatyvas aktyviai dalyvauti su tvarumu susijusiuose projektuose ir veiklose. Nekomercinės organizacijos, besirūpinančios tvarumu. 		

Tarpasmeninės sąveikos (veiksmai)

Tarpasmeninių veiksmų kompetencija yra susijusi su asmens gebėjimu veiksmingai ir prasmingai dalyvauti socialinėje sąveikoje, skatinančioje tvarių praktiką ir vertybes. Ji apima gebėjimą bendrauti ir bendradarbiauti su kitais, kurti partnerystes ir daryti įtaką elgesiui siekiant tvarių rezultatų. Yra svarbu suprasti ir spręsti socialinius, ekonominius ir aplinkosauginius tvarumo aspektus, kartu puoselėjant kolektyvinės atsakomybės jausmą ir įgalinimą skatinti teigiamus pokyčius.

Tarpinis lygmuo

Pažengęs lygmuo

Ekspertinis lygmuo

Žinios

Atpažinti pagrindines tvarumo sąvokas ir jų socialinę reikšmę.
Suprasti veiksmingos komunikacijos svarbą skatinant supratimą apie tvarumą.

Apibūdinti sudėtingus tvarumo iššūkius iš įvairių perspektyvų.
Parinkti komunikacijos būdus, kaip įtraukti suinteresuotąsias šalis į diskusijas apie tvarumą.

Apibrėžti naujus metodus, kaip per komunikaciją skatinti tvarius elgsenos pokyčius.
Apmąstyti pažangias tvarumo koncepcijas, naujas tendencijas ir novatoriškus sprendimus.



Co-funded by
the European Union

The European Commission support for the production of this publication does not constitute an endorsement of the contents which reflects the views only of the authors, and the National Agency and Commission cannot be held responsible for any use which may be made of the information contained therein. Project No. 2022-1-LT01-KA220-VET-000087491



	<p>Apibūdinti veiksmingos komunikacijos principus ir strategijas, skirtas tvariai praktikai skatinti ir suinteresuotosioms šalims įtraukti.</p>	<p>Pripažinti holistines perspektyvas, kad būtų skatinami visapusiškai tvarūs sprendimai.</p>	<p>Įvardyti tvarumo iniciatyvas, kuriose dalyvauja įvairios suinteresuotos šalys.</p>
<p>Pagrindiniai įgūdžiai</p>	<p>Nustatyti tvarias komunikacijos strategijas, kaip įtraukti įvairias auditorijas. Naudotis aktyvaus klausymosi įgūdžiais ir veiksmingais bendravimo metodais, kad galima būtų dalyvauti diskusijose apie tvarumą.</p>	<p>Rengti išsamius tvarumo komunikacijos planus, siekiant tikslinio poveikio. Taikyti tarpininkavimo ir derybų įgūdžius siekiant skatinti bendradarbiavimą tvarumo iniciatyvose.</p>	<p>Planuoti ir taikyti transformuojančius tvarumo seminarus įvairioms pasaulinėms auditorijoms. Demonstruoti stiprius vadovavimo ir įtakos darymo įgūdžius, jog paskatinti sisteminius pokyčius ir sutelkti bendruomenės tvariams veiksmams.</p>
<p>Atsakomybė ir savarankiškumas</p>	<p>Demonstruoti supratimą apie tvarią praktiką, įtraukiant ją į asmeninę praktiką. Bendradarbiauti, aktyviai ieškoti galimybių dirbti kartu su kitais siekiant tvarių sprendimų. Atsakingai valdyti išteklius, kad būtų laikomasi tvarumo principų.</p>	<p>Integruoti tvarumo aspektus į asmenines ir profesines sprendimų sistemas. Efektyviai derėtis, siekiant daryti įtaką suinteresuotosioms šalims, kad būtų priimami tvarūs sprendimai. Vadovauti komandoms ar bendruomenėms siekiant tvarių tikslų.</p>	<p>Pasisakyti už sisteminius pokyčius darant įtaką tvarumo tikslus atitinkančiai politikai. Daryti įtaką elgsenos pokyčiams, motyvuoti ir įgalinti asmenis ir bendruomenes siekti reikšmingų teigiamų pokyčių siekiant tvarumo tikslų.</p>
<p>Klausimai</p>	<p>Kaip galėčiau pagerinti savo aktyvaus klausymosi įgūdžius, kad geriau suprasčiau kitų žmonių požiūrį į tarpusavio santykius? Kokias strategijas galiu taikyti, kad veiksmingai informuočiau įvairias auditorijas apie tvarumo koncepcijas ir iniciatyvas? Kaip galiu spręsti konfliktus, kurie gali kilti</p>	<p>Kaip galiu panaudoti savo tarpasmeninius įgūdžius, kad užmegzčiau tvirtą partnerystę ir bendradarbiavimą įvairiuose sektoriuose, siekdamas veiksmingesnių tvarumo iniciatyvų? Kaip galiu taikyti empatiją ir kultūrinį jautrumą, kad įveikčiau skirtumus ir skatinčiau įtrauktį į tvarumo pastangas?</p>	<p>Kaip vadovauti komandoms ir įkvėpti jas priimti tvarumą kaip pagrindinę vertybę ir integruoti jį į savo kasdienes veiksmus ir sprendimų priėmimą? Kaip galiu daryti įtaką platesnėms bendruomenėms ar organizacijoms ir sutelkti jas į tvarią praktiką pasitelkdamas veiksmingą tarpasmeninį bendravimą ir strateginę propagandą?</p>





	bendradarbiaujant tvarumo projektuose?	Kokiais būdais galiu aktyviai įtraukti suinteresuotąsias šalis į sprendimų priėmimo procesus, kad jų nuomonė būtų išgirsta ir įvertinta tvarumo projektuose?	Kokių metodų galiu imtis, kad globočiau ir įgalinčiau kylančius tvarumo lyderius, skatinčiau jų tarpasmenines kompetencijas ir skatinčiau jų pačių iniciatyvas?
Pritaikomumas (kam tai aktualu)	<p>Nepriklausomai nuo konkretaus darbo ar veiklos srities, ši kompetencija gali būti naudinga daugeliui žmonių, dirbančių darnaus vystymosi srityje:</p> <ul style="list-style-type: none">• Tvarumo specialistai, pavyzdžiui, tvarumo vadybininkai, koordinatoriai ir konsultantai, jog galima būtų veiksmingai informuoti apie tvarumo tikslus, įtraukti suinteresuotąsias šalis ir skatinti bendradarbiavimą siekiant tvarios praktikos.• Mokytojai ir instruktoriai, jog galima būtų veiksmingai įtraukti besimokančiuosius, palengvinti diskusijas ir skatinti keisti elgseną siekiant tvarios praktikos.• Žmonių vadovai ir vadybininkai, kurie gali įtraukti darbuotojus, informuoti apie tvarumo strategijas ir puoselėti tvarumo kultūrą savo komandose ir organizacijoje.• Politikos formuotojai, kurie gali įtraukti suinteresuotąsias šalis, derėtis dėl politikos pakeitimų ir skatinti bendradarbiavimą sprendžiant tvarumo problemas regioniniu, nacionaliniu ir tarptautiniu lygmenimis.• Bendruomenių lyderiai, jog galima būtų sutelkti bendruomenės narius, palengvinti dialogą ir įgalinti kitus veikti siekiant tvaraus vystymosi visuomeniniu lygmeniu.		





11.5. Português

Sensibilização para a sustentabilidade

A sensibilização para a sustentabilidade engloba uma compreensão profunda dos desafios ambientais e da importância das práticas sustentáveis para os enfrentar eficazmente. Implica demonstrar um elevado nível de compreensão da sensibilização para a sustentabilidade, revelando um conhecimento profundo das questões ambientais, dos seus impactes e da necessidade de práticas sustentáveis para os atenuar. Implica dar consistentemente prioridade à sustentabilidade, procurando de forma ativa oportunidades para incorporar soluções ecológicas e defendendo um consumo e métodos de produção responsáveis, bem como a justiça e a promoção da conservação da natureza.

	Intermédio	Avançado	Especializado
Conhecimentos	Compreender o conceito de sustentabilidade, incluindo os desafios ambientais e a importância das práticas sustentáveis.	Estar consciente e empenhado/a na conservação da natureza, incluindo a preservação da biodiversidade, a recuperação dos ecossistemas e a gestão responsável dos recursos.	Reconhecer e apoiar ativamente as iniciativas de conservação da natureza, defendendo a proteção dos habitats e promovendo uma relação sustentável entre os seres humanos e o ambiente.
Aptidões	Praticar a sustentabilidade na vida quotidiana, reduzindo o consumo de energia, de resíduos e de água. Avaliar e sugerir soluções sustentáveis em diferentes contextos, como casas, escolas e empresas locais.	Criar e executar estratégias sustentáveis para as organizações, tendo em conta o ambiente, a sociedade e a economia. Avaliar com competência os impactes ambientais e conceber soluções inovadoras para os reduzir nos grandes projetos.	Desenvolver e executar programas de sustentabilidade para energias renováveis, gestão de resíduos e sustentabilidade. Demonstrar compreensão das políticas ambientais internacionais e defender a sustentabilidade global.
Responsabilidade e autonomia	Avaliar e melhorar o impacte ambiental das empresas locais, promovendo práticas sustentáveis. Formar e envolver a comunidade em hábitos amigos do ambiente através de <i>workshops</i> e campanhas.	Desenvolver e implementar projetos alargados de sustentabilidade no planeamento urbano, infraestruturas e políticas regionais. Analisar os ciclos de vida dos produtos, encontrar oportunidades de conceção ecológica e sugerir alternativas sustentáveis.	Conceber e supervisionar grandes programas de sustentabilidade que promovam a mudança em vários setores. Influenciar a política global e defender práticas sustentáveis, utilizando conhecimentos especializados em políticas ambientais internacionais.





Questões	Como podem as práticas sustentáveis ser integradas nas atividades e rotinas quotidianas para reduzir o impacte ambiental?	Quais são as abordagens ou tecnologias inovadoras que podem ser utilizadas para promover a sustentabilidade e os esforços de conservação em vários setores?	De que forma podem as comunidades e as organizações colaborar para implementar soluções sustentáveis e enfrentar os desafios ambientais a uma escala maior?
Aplicação (para quem é relevante)	A sensibilização para a sustentabilidade é relevante no domínio das ciências ambientais e da ecologia, uma vez que estes profissionais investigam o ambiente e trabalham na procura de soluções para os desafios ambientais. Outro domínio de relevância poderá ser o dos gestores de empresas sustentáveis, que são responsáveis pela integração de práticas de sustentabilidade nas operações empresariais, assegurando uma gestão responsável dos recursos e considerações sociais/ambientais. A um meta-nível, a sensibilização para a sustentabilidade é também importante para os responsáveis de planeamento urbano, cujos projetos de conceção e desenvolvimento de cidades sustentáveis podem incorporar infraestruturas verdes e promover sistemas de transporte e de energia sustentáveis.		

Pensamento sistémico

A competência de pensamento sistémico refere-se à capacidade de compreender e abordar as tarefas em prol da sustentabilidade, analisando e compreendendo a interconexão dos sistemas sociais, económicos e ambientais. Implica discernir as interdependências e os ciclos de retroação inerentes aos sistemas complexos e utilizar esta compreensão para conceber soluções abrangentes e sustentáveis.

	Intermédio	Avançado	Especializado
Conhecimentos	<p>Compreender os princípios e conceitos básicos do pensamento sistémico relacionado com a sustentabilidade.</p> <p>Ser capaz de reconhecer a forma como os sistemas sociais, económicos e ambientais estão interligados.</p> <p>Antecipar os resultados potenciais das intervenções em sistemas complexos.</p>	<p>Compreender aprofundadamente as teorias e os princípios fundamentais do pensamento sistémico.</p> <p>Possuir um vasto conhecimento dos sistemas adaptativos complexos, incluindo a dinâmica e a resiliência dos sistemas.</p> <p>Analisar e interpretar dados para identificar padrões e tendências em sistemas dinâmicos.</p>	<p>Dominar teorias e modelos avançados de pensamento sistémico, como a dinâmica não linear e a teoria do caos.</p> <p>Possuir um vasto conhecimento de sistemas adaptativos complexos, incluindo a análise sofisticada de redes e a emergência.</p> <p>Utilizar metodologias quantitativas e qualitativas avançadas para analisar sistemas complexos e</p>



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		Compreender de forma abrangente a sustentabilidade e a forma como esta se relaciona com o pensamento sistémico.	enfrentar desafios de sustentabilidade. Avaliar criticamente e integrar a investigação interdisciplinar sobre sistemas complexos e sustentabilidade.
Aptidões	Compreender como as diferentes partes de um sistema estão ligadas e como as alterações numa parte podem afetar outras.	Utilizar modelos para estudar o comportamento de sistemas complexos, prever como podem mudar ao longo do tempo e encontrar oportunidades para um impacte positivo.	Orientar os outros para que pensem de forma sistémica, tomem decisões que considerem o panorama geral e os efeitos a longo prazo e ajudem os sistemas a tornarem-se mais resistentes face aos desafios.
Responsabilidade e autonomia	Trabalhar sob supervisão e orientação. Utilizar princípios e ferramentas de pensamento sistémico. Procurar orientação quando confrontado/a com desafios complexos em matéria de sustentabilidade.	Analisar de forma independente problemas complexos. Propor soluções inovadoras e sustentáveis. Considerar implicações a longo prazo. Colaborar com equipas multidisciplinares.	Realizar análises sistémicas complexas. Desenvolver estratégias de sustentabilidade abrangentes. Assumir de papéis de liderança. Promover o pensamento sistémico e comunicar eficazmente o seu significado aos <i>stakeholders</i> e decisores.
Questões	Como podemos compreender e analisar as partes e ligações importantes de um sistema complexo para o tornar sustentável? Pode dar exemplos de relações simples de causa e efeito num sistema que afetam a sustentabilidade? Como podemos utilizar ferramentas simples, como diagramas, para saber mais sobre os desafios da	Como podemos estudar aprofundadamente os sistemas complexos relacionados com a sustentabilidade, tendo em conta a forma como as diferentes partes dependem umas das outras? Onde podemos efetuar as mudanças mais significativas e que novos comportamentos podem surgir?	Como podemos compreender em profundidade as relações, os pontos importantes para a mudança e os novos comportamentos que surgem em sistemas complexos relacionados com a sustentabilidade? Como é que ferramentas como a modelação ou a análise de redes nos podem ajudar a simular e a compreender o





<p>Aplicação (para quem é relevante)</p>	<p>sustentabilidade numa situação específica?</p>	<p>Como é que as ferramentas avançadas, como a modelação e a análise de redes nos ajudam a compreender o comportamento dos sistemas complexos em termos de sustentabilidade? Como é que a análise de cenários e os testes de sensibilidade nos podem ajudar a compreender os efeitos e os resultados não intencionais das intervenções em sistemas complexos?</p>	<p>comportamento dos sistemas complexos em termos de sustentabilidade? Como é que a análise de cenários e os testes de sensibilidade nos podem ajudar a avaliar os efeitos e os resultados não intencionais das intervenções em sistemas complexos? Que formas eficazes existem de explicar ideias complexas sobre sistemas a diferentes grupos de pessoas?</p>
	<p>O pensamento sistémico é relevante para uma vasta gama de indivíduos e profissionais envolvidos no desenvolvimento sustentável e em domínios correlacionados, como consultores ambientais, decisores políticos, empresários, formadores, investigadores, organizações sem fins lucrativos e líderes comunitários. Ajuda-os a compreender e a abordar a interligação dos sistemas sociais, económicos e ambientais, permitindo-lhes analisar desafios complexos, desenvolver estratégias eficazes e defender resultados sustentáveis.</p>		

Pensamento antecipado

O pensamento antecipado é uma competência virada para o futuro, que envolve a previsão de cenários futuros e o planeamento, para enfrentar potenciais desafios de sustentabilidade. Implica a previsão de potenciais resultados e os efeitos de ações, a identificação de riscos, incertezas e oportunidades relacionadas com a sustentabilidade e a tomada de decisões estratégicas com base nessas previsões.

	Intermédio	Avançado	Especializado
<p>Conhecimentos</p>	<p>Compreender os princípios básicos de sustentabilidade. Revelar familiaridade com métodos de previsão e ferramentas prospetivas.</p>	<p>Conhecer aprofundadamente as tendências globais de sustentabilidade, técnicas avançadas de previsão e metodologias de planeamento estratégico.</p>	<p>Conhecer de forma abrangente questões de sustentabilidade global, modelação preditiva, processos de tomada de decisões estratégicas e a influência de vários fatores em cenários de sustentabilidade futuros.</p>





<p>Aptidões</p>	<p>Identificar futuros desafios e oportunidades em matéria de sustentabilidade. Possuir competências básicas em matéria de avaliação de riscos e planeamento estratégico.</p>	<p>Desenvolver e avaliar cenários futuros de sustentabilidade. Possuir competências avançadas em matéria de gestão de riscos e de tomada de decisões estratégicas.</p>	<p>Revelar proficiência em modelação preditiva e planeamento estratégico. Liderar o desenvolvimento e a implementação de estratégias de sustentabilidade baseadas no pensamento antecipado.</p>
<p>Responsabilidade e autonomia</p>	<p>Identificar, de forma independente, potenciais problemas de sustentabilidade e fazer recomendações para os resolver.</p>	<p>Desenvolver e aplicar estratégias de sustentabilidade baseadas no pensamento antecipado. Revelar autonomia nos processos de tomada de decisão.</p>	<p>Liderar iniciativas de sustentabilidade na organização com base no pensamento antecipado. Revelar um elevado nível de autonomia na tomada de decisões estratégicas.</p>
<p>Questões</p>	<p>Quais são os potenciais problemas de sustentabilidade? Como podemos desenvolver planos para os resolver?</p>	<p>Como desenvolver e avaliar cenários futuros de sustentabilidade? Como podemos gerir os riscos associados a esses cenários?</p>	<p>Como se pode liderar o desenvolvimento e a implementação de estratégias de sustentabilidade em toda a organização com base no pensamento antecipado?</p>
<p>Aplicação (para quem é relevante)</p>	<p>O pensamento antecipado é relevante para vários <i>stakeholders</i>, incluindo decisores políticos, líderes empresariais, consultores de sustentabilidade, formadores, entre outros indivíduos. Pode ser aplicado em diferentes áreas, como o planeamento estratégico, a gestão de riscos, a formação, o desenvolvimento de políticas e a tomada de decisões individuais.</p>		

Autorregulamentação

A autorregulamentação como competência consiste em lidar com normas e ética na promoção da sustentabilidade. Trata-se de compreender, explorar e procurar influenciar as dimensões sociais, culturais e éticas dos desafios da sustentabilidade, atuando em consonância com os princípios e valores da sustentabilidade. Implica também o reconhecimento de dilemas éticos, a defesa de abordagens inclusivas e justas e a demonstração de um comportamento responsável em contextos pessoais e profissionais.

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Especializado



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Conhecimentos	Descrever a dimensão ética da sustentabilidade. Definir a relação entre empreendedorismo, sustentabilidade e ética.	Enumerar as normas, os valores e os princípios éticos que promovem a sustentabilidade. Reconhecer os dilemas éticos que surgem no processo de empreendedorismo sustentável.	Explicar as dimensões sociais, culturais e éticas dos desafios sustentáveis. Identificar o quadro regulamentar e ético a seguir no empreendedorismo sustentável.
Aptidões	Distinguir o comportamento responsável no domínio pessoal e profissional. Atuar de acordo com os princípios e valores da sustentabilidade.	Demonstrar comportamentos responsáveis e éticos em contextos empresariais. Integrar as normas, os valores e os princípios éticos que promovem a sustentabilidade.	Aplicar abordagens inclusivas e justas. Analisar as dimensões sociais, culturais e éticas das nossas ações.
Responsabilidade e autonomia	Promover as normas, os valores e os princípios éticos da sustentabilidade nos processos de empreendedorismo.	Avaliar os efeitos sociais, culturais e éticos das ações empresariais.	Orientar equipas e indivíduos no confronto com dilemas éticos de forma responsável.
Questões	Qual é a dimensão ética da sustentabilidade? Como se relacionam o empreendedorismo, a ética e a sustentabilidade? Como atuar de acordo com os princípios e valores da sustentabilidade? Como promover as normas, os valores e os princípios éticos da sustentabilidade nos processos de empreendedorismo?	Como se sabe se temos um dilema ético? O que fazer para integrar normas, valores e princípios éticos que promovam a sustentabilidade? Como avaliar os efeitos das nossas ações empresariais em termos sociais, culturais e éticos?	De que forma se podem explicar as dimensões sociais, culturais e éticas dos desafios sustentáveis? Como identificar um quadro normativo e ético a seguir no empreendedorismo sustentável? O que são abordagens inclusivas e justas e como é que se podem aplicar e concretizar? O que fazer para liderar equipas de forma responsável quando se é confrontado/a com dilemas éticos?
Aplicação	A autorregulamentação é relevante para um vasto leque de indivíduos e profissionais envolvidos no desenvolvimento sustentável e em áreas relacionadas. Abrange		





(para quem é relevante)

consultores de sustentabilidade, decisores políticos, empresários, formadores, investigadores, organizações sem fins lucrativos e líderes comunitários. Esta competência ajuda-os a compreender e a abordar a interconexão dos sistemas sociais, económicos e ambientais, permitindo-lhes analisar sistemas complexos.

Pensamento estratégico

A competência de pensamento estratégico engloba a capacidade de analisar situações complexas, antecipar tendências futuras e desenvolver planos eficazes a longo prazo para atingir metas ou objetivos específicos. Trata-se de pensar de forma crítica, considerar múltiplas perspetivas e reunir informações para tomar decisões informadas. Os pensadores estratégicos possuem uma perspetiva sistémica e holística, que lhes permite compreender o panorama geral, identificar oportunidades e enfrentar desafios, mantendo-se adaptáveis e abertos à mudança. As suas competências em matéria de análise estratégica, resolução de problemas, tomada de decisões e comunicação permitem-lhes definir a direção de uma organização e impulsionar o seu sucesso em ambientes dinâmicos.

	Intermédio	Avançado	Especializado
Conhecimentos	Compreender os aspetos fundamentais do pensamento estratégico. Conhecer as tendências do setor, as capacidades organizacionais e as metodologias de planeamento estratégico. Estar familiarizado/a com as ferramentas de análise básicas e os quadros utilizados na análise estratégica.	Conhecer de forma abrangente o seu setor, incluindo as tendências emergentes, a dinâmica do mercado e o panorama competitivo. Conhecer aprofundadamente quadros estratégicos, como a análise SWOT, as cinco forças de Porter ou a análise PESTEL. Conhecer as mais recentes investigações e conhecimentos relacionados com a gestão estratégica.	Conhecer de forma abrangente e especializada o pensamento estratégico. Conhecer de forma aprofundada as tendências específicas do setor. Antecipar e conduzir dinâmicas de mercado complexas. Conhecer aprofundadamente modelos estratégicos avançados, metodologias e investigação de ponta neste domínio. Proporcionar liderança de pensamento e moldar a direção estratégica das organizações.
Aptidões	Demonstrar competências básicas de pensamento estratégico. Analisar e avaliar a informação, identificar padrões e refletir de forma	Demonstrar competências avançadas de pensamento estratégico. Realizar análises aprofundadas.	Demonstrar competências excecionais de pensamento estratégico. Revelar capacidades avançadas de pensamento crítico, que permitem



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	<p>crítica no desenvolvimento de estratégias.</p> <p>Demonstrar competências básicas de resolução de problemas e de tomada de decisões.</p> <p>Contribuir para debates e iniciativas estratégicas.</p>	<p>Sintetizar informações complexas.</p> <p>Avaliar múltiplas opções.</p> <p>Demonstrar capacidades avançadas de resolução de problemas.</p> <p>Desenvolver soluções criativas e inovadoras.</p> <p>Desenvolver capacidades de decisão, pesando riscos e benefícios de forma eficaz.</p>	<p>antecipar tendências, identificar oportunidades ocultas e analisar sistemas complexos.</p> <p>Resolver problemas e enfrentar desafios muito complexos.</p> <p>Revelar excelentes capacidades de tomada de decisão, permitindo fazer julgamentos sólidos em situações complexas e ambíguas.</p>
<p>Responsabilidade e autonomia</p>	<p>Demonstrar um nível básico de responsabilidade e autonomia no pensamento estratégico.</p> <p>Contribuir para debates estratégicos.</p> <p>Assumir a responsabilidade pelas tarefas atribuídas e trabalhar em colaboração com outros.</p> <p>Procurar orientação dos líderes seniores</p> <p>Seguir os protocolos e procedimentos estabelecidos.</p>	<p>Revelar um grau elevado de responsabilidade e autonomia.</p> <p>Participar ativamente no planeamento estratégico.</p> <p>Assumir a responsabilidade pelas iniciativas.</p> <p>Fornecer orientação e direção aos outros.</p> <p>Assumir autoridade para tomar decisões estratégicas nas áreas de responsabilidade atribuídas.</p>	<p>Revelar um elevado nível de responsabilidade e autonomia no pensamento estratégico.</p> <p>Liderar iniciativas estratégicas.</p> <p>Definir a agenda estratégica.</p> <p>Fornecer orientações aos líderes seniores.</p> <p>Assumir autoridade para tomar decisões críticas que definem a direção da organização e têm um impacto significativo no seu sucesso.</p>
<p>Questões</p>	<p>Como recolher e analisar dados de mercado relevantes para identificar potenciais oportunidades e ameaças para uma organização?</p> <p>Que estratégias utilizar para avaliar os pontos fortes e fracos de uma organização e da sua posição competitiva?</p> <p>Como utilizar quadros estratégicos básicos, como a análise SWOT, para iniciar</p>	<p>Como efetuar uma análise exaustiva do panorama competitivo, incluindo a caracterização dos concorrentes e a segmentação do mercado?</p> <p>Que metodologias ou ferramentas utilizar para avaliar o potencial impacte das tendências do setor nos objetivos estratégicos de uma organização?</p> <p>Como identificar e analisar as oportunidades ou ameaças emergentes que</p>	<p>Como utilizar técnicas avançadas de análise de dados e de estudos de mercado para obter informações mais aprofundadas sobre os comportamentos e as preferências dos clientes?</p> <p>Que métodos ou modelos utilizar para avaliar cenários empresariais complexos e tomar decisões estratégicas fundamentadas?</p>





<p>um processo de tomada de decisões?</p> <p>Que medidas tomar para se manter informado/a sobre as tendências e os desenvolvimentos do setor que podem ter impacte na organização num futuro próximo?</p> <p>Como alinhar os objetivos estratégicos com as necessidades e exigências emergentes dos clientes?</p> <p>Como antecipar e preparar potenciais perturbações ou alterações no ambiente de mercado?</p>	<p>não são imediatamente visíveis?</p> <p>Como desenvolver uma visão a longo prazo e um roteiro estratégico que se alinhe com as tendências e desenvolvimentos previstos no futuro?</p> <p>Que estratégias utilizar para promover a inovação e a melhoria contínua na organização?</p> <p>Como equilibrar os objetivos a curto prazo com os objetivos de sustentabilidade e crescimento a longo prazo?</p>	<p>Como avaliar e incorporar fatores geopolíticos, socioeconômicos e tecnológicos na análise estratégica?</p> <p>Como moldar e influenciar ativamente o panorama da indústria através da liderança de ideias e de parcerias industriais?</p> <p>Que estratégias implementar para promover uma cultura de inovação contínua e abanar os modelos de negócio tradicionais?</p> <p>Como antecipar e enfrentar desafios a longo prazo, como questões de sustentabilidade ou tendências macroeconómicas globais?</p>
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**Aplicação
(para quem é
relevante)**

A aplicação da competência de pensamento estratégico abrange várias áreas de atividade e vários níveis de funções numa organização. Os pensadores estratégicos contribuem de forma muito válida para o planeamento estratégico e para os processos de tomada de decisão, onde analisam fatores internos e externos, identificam oportunidades e avaliam riscos. Desempenham um papel crucial na definição da direção a seguir e dos objetivos de uma organização, alinhando-os com a sua visão e missão. São também responsáveis pelo acompanhamento das tendências do setor, pela antecipação das mudanças do mercado e pelo desenvolvimento de estratégias inovadoras para manterem as organizações à frente da concorrência. Os seus conhecimentos estendem-se a áreas como o desenvolvimento empresarial, a afetação de recursos, a avaliação do desempenho e a melhoria contínua. Em níveis mais elevados de funções, os pensadores estratégicos assumem papéis de liderança, orientando a organização através de transições complexas, assegurando a execução efetiva de estratégias e promovendo uma cultura de agilidade estratégica e inovação. Colaboram com equipas multifuncionais, envolvem os *stakeholders* e comunicam a visão estratégica para impulsionar o sucesso da organização. Globalmente, a aplicação de competências de pensamento estratégico atravessa todos os níveis e todas as áreas funcionais de uma organização, desempenhando um papel fundamental na definição do seu crescimento e sustentabilidade a longo prazo.





Iniciativa individual

A iniciativa individual, enquanto competência, envolve a autoconsciência, a automotivação, a proatividade e a identificação do potencial de cada um para contribuir para a sustentabilidade. Consiste no reconhecimento dos pontos fortes pessoais, na definição de objetivos, na apropriação de tarefas relacionadas com a sustentabilidade e na proatividade e autorreflexão na promoção dos objetivos de sustentabilidade.

	Intermédio	Avançado	Especializado
Conhecimentos	<p>Compreender os princípios e conceitos básicos da sustentabilidade, incluindo os Objetivos de Desenvolvimento Sustentável (ODS), a conservação do ambiente e as práticas responsáveis. Revelar consciência das questões de sustentabilidade ao nível local e global, como as alterações climáticas, o consumo de água, etc.</p> <p>Conhecer as práticas sustentáveis em diferentes setores, como por exemplo, energia sustentável, economia circular, pegada hídrica, etc.</p> <p>Conhecer a forma como o comportamento individual pode contribuir para a sustentabilidade.</p> <p>Conhecer <i>stakeholders</i> relevantes para as questões da sustentabilidade.</p>	<p>Conhecer, de forma abrangente, os desafios complexos da sustentabilidade, as suas raízes e o seu impacto.</p> <p>Demonstrar conhecimentos sobre tecnologias sustentáveis inovadoras, tendências emergentes e boas práticas em diferentes setores.</p> <p>Conhecer os quadros políticos e regulamentares ao nível local e global, como normas, leis e recomendações ambientais e de sustentabilidade.</p> <p>Envolver <i>stakeholders</i>, promover a cooperação e mobilizar apoios.</p> <p>Ponderar as considerações éticas e de responsabilidade social.</p>	<p>Analisar desafios complexos em matéria de sustentabilidade e identificar potenciais soluções.</p> <p>Mostrar conhecimentos especializados sobre a investigação e inovação mais recentes relacionadas com a sustentabilidade.</p> <p>Revelar um conhecimento especializado sobre os ODS.</p> <p>Alinhar as agendas nacionais com iniciativas sustentáveis.</p> <p>Revelar conhecimentos especializados em políticas sustentáveis e influenciar os decisores para promover a sustentabilidade.</p>
Aptidões	<p>Definir objetivos sustentáveis individuais específicos e exequíveis.</p> <p>Procurar oportunidades de contribuir para a sustentabilidade.</p> <p>Revelar automotivação e gestão eficiente do tempo.</p>	<p>Planear e gerir projetos de sustentabilidade.</p> <p>Promover redes de <i>stakeholders</i>.</p> <p>Comunicar objetivos eficazmente.</p> <p>Tomar decisões estratégicas sustentáveis.</p>	<p>Liderar e orientar equipas.</p> <p>Avaliar o impacto das ações empreendidas.</p> <p>Demonstrar adaptabilidade na negociação.</p> <p>Influenciar os decisores políticos.</p>





	<p>Identificar problemas e desafios para atingir os objetivos.</p> <p>Refletir sobre as ações individuais realizadas e o seu efeito na sustentabilidade.</p> <p>Demonstrar adaptabilidade, aprendendo com a experiência.</p>	<p>Considerar o impacto das ações ao nível local e global.</p> <p>Tomar decisões éticas.</p>	<p>Antecipar mudanças e desafios futuros.</p> <p>Estabelecer parcerias estratégicas com <i>stakeholders</i>.</p> <p>Revelar resiliência e capacidade de adaptação.</p>
<p>Responsabilidade e autonomia</p>	<p>Revelar autonomia nas iniciativas e assumir responsabilidades nas tarefas.</p> <p>Tomar medidas proativas.</p> <p>Procurar orientação de especialistas.</p>	<p>Assumir a responsabilidade por um projeto e orientar os outros membros da equipa.</p> <p>Lidar com problemas complexos relativos a um projeto.</p> <p>Utilizar eficazmente tecnologia inovadora.</p> <p>Investir no próprio desenvolvimento profissional e nos conhecimentos.</p> <p>Conduzir um <i>workshop</i> sobre sustentabilidade.</p>	<p>Fornecer mentoria e orientar os outros em matéria de sustentabilidade.</p> <p>Desenvolver um plano estratégico para a sustentabilidade.</p> <p>Liderar e influenciar os decisores políticos.</p> <p>Demonstrar capacidades de consultor/a de sustentabilidade.</p> <p>Colaborar com os responsáveis políticos.</p>
<p>Questões</p>	<p>Que práticas ou iniciativas sustentáveis se devem implementar?</p> <p>Como se podem priorizar as tarefas?</p> <p>Que medidas se devem tomar para cumprir os objetivos de sustentabilidade?</p>	<p>Como atrair e colaborar com os <i>stakeholders</i> em iniciativas de sustentabilidade?</p> <p>Como inovar na abordagem das questões de sustentabilidade?</p> <p>Como gerar impacto com uma iniciativa individual?</p>	<p>Como prever os resultados futuros de uma iniciativa individual?</p> <p>Quais são os bons exemplos que se podem partilhar com outras pessoas?</p> <p>Que decisões complexas foram tomadas?</p>
<p>Aplicação (para quem é relevante)</p>	<p>Esta competência abrange profissionais na gestão da sustentabilidade, consultores ambientais e profissionais que trabalham em organizações ambientais. Permite ajudá-los/las a planear e gerir projetos e iniciativas de sustentabilidade inovadores. Também são abrangidos empresários/as e proprietários/as de Pequenas e Médias Empresas (PME) que pretendem incorporar a sustentabilidade nas suas organizações. A iniciativa individual pode ajudá-los a identificar e implementar práticas e soluções sustentáveis.</p> <p>Quanto aos formadores, permitir-lhes-á ajudar os formandos a desenvolver as suas próprias competências em matéria de sustentabilidade e a criar uma mentalidade</p>		





verde. Estes podem desenvolver iniciativas individuais para participar ativamente em projetos e atividades relacionados com a sustentabilidade. Já os responsáveis políticos que trabalham em questões relacionadas com a sustentabilidade podem aplicar a iniciativa individual para promover e liderar mudanças políticas sustentáveis. A iniciativa individual é ainda relevante para organizações sem fins lucrativos centradas na sustentabilidade.

Ação interpessoal

A competência de ação interpessoal diz respeito à capacidade de um indivíduo se envolver em interações sociais eficazes e significativas que promovam práticas e valores sustentáveis. Envolve a capacidade de comunicar e colaborar com os outros, criar parcerias e influenciar o comportamento no sentido de resultados sustentáveis. Requer a compreensão e a abordagem das dimensões social, económica e ambiental da sustentabilidade, ao mesmo tempo que promove um sentido de responsabilidade colectiva e de capacitação para impulsionar mudanças positivas.

	Intermédio	Avançado	Especializado
Conhecimentos	<p>Reconhecer os principais conceitos de sustentabilidade e as suas implicações sociais.</p> <p>Compreender a importância de uma comunicação eficaz na promoção da sensibilização para a sustentabilidade.</p> <p>Descrever os princípios e estratégias de uma comunicação eficaz para promover práticas sustentáveis e envolver os <i>stakeholders</i>.</p>	<p>Enfatizar desafios complexos em matéria de sustentabilidade a partir de diversas perspetivas.</p> <p>Selecionar técnicas de comunicação para envolver os <i>stakeholders</i> em debates sobre sustentabilidade.</p> <p>Reconhecer perspetivas holísticas para promover soluções globais sustentáveis.</p>	<p>Definir novas abordagens para promover a mudança de comportamentos sustentáveis, através da comunicação.</p> <p>Refletir sobre conceitos avançados de sustentabilidade, tendências emergentes e soluções inovadoras.</p> <p>Promover iniciativas de sustentabilidade de alto nível que envolvam diversos <i>stakeholders</i>.</p>
Aptidões	<p>Identificar estratégias de comunicação sustentáveis para envolver públicos diversificados.</p> <p>Utilizar competências de escuta ativa e técnicas de comunicação eficazes para participar em debates sobre sustentabilidade.</p>	<p>Conceber planos de comunicação abrangentes sobre sustentabilidade para obter um impacto específico.</p> <p>Aplicar competências de dinamização e negociação para promover a</p>	<p>Planear e dinamizar <i>workshops</i> de sustentabilidade transformadora para públicos diversos.</p> <p>Demonstrar fortes capacidades de liderança e de influência para impulsionar a mudança</p>





		colaboração em iniciativas de sustentabilidade.	sistémica e mobilizar as comunidades para ações sustentáveis.
Responsabilidade e autonomia	<p>Revelar sensibilidade para práticas sustentáveis, integrando-as nas práticas individuais.</p> <p>Colaborar, procurando ativamente oportunidades de trabalhar com outros para encontrar soluções sustentáveis.</p> <p>Gerir de forma responsável os recursos, em conformidade com os princípios de sustentabilidade.</p>	<p>Integrar considerações de sustentabilidade nos quadros de decisão pessoais e profissionais.</p> <p>Negociar eficazmente para influenciar os <i>stakeholders</i> no sentido de tomarem decisões sustentáveis.</p> <p>Orientar equipas ou comunidades para objetivos sustentáveis.</p>	<p>Defender a mudança sistémica, influenciando políticas alinhadas com os objetivos de sustentabilidade.</p> <p>Influenciar a mudança de comportamentos, motivando e capacitando os indivíduos e as comunidades para promoverem mudanças positivas significativas relacionadas com os objetivos de sustentabilidade.</p>
Questões	<p>Como melhorar as nossas capacidades de escuta ativa para compreender melhor as perspetivas dos outros nas interações interpessoais?</p> <p>Que estratégias utilizar para comunicar eficazmente conceitos e iniciativas de sustentabilidade a diferentes públicos?</p> <p>Como gerir e resolver conflitos que possam surgir durante o trabalho em colaboração em projetos de sustentabilidade?</p>	<p>Como tirar partido das próprias competências interpessoais para criar parcerias e colaborações sólidas em diferentes setores para iniciativas de sustentabilidade com maior impacto?</p> <p>Como aplicar a empatia e a sensibilidade cultural para colmatar lacunas e promover a inclusão nos esforços de sustentabilidade?</p> <p>De que forma se pode envolver e implicar ativamente os <i>stakeholders</i> nos processos de tomada de decisão para garantir que as suas vozes são ouvidas e valorizadas nos projetos de sustentabilidade?</p>	<p>Como liderar e inspirar as equipas para que adotem a sustentabilidade como um valor fundamental e a integrem nas suas ações diárias e na tomada de decisões?</p> <p>Como influenciar e mobilizar comunidades ou organizações mais vastas para práticas sustentáveis, através de uma comunicação interpessoal eficaz e de uma defesa estratégica?</p> <p>Que abordagens adotar para orientar e capacitar os líderes emergentes em matéria de sustentabilidade, encorajar as suas competências interpessoais e impulsionar as suas próprias iniciativas?</p>
Aplicação	Independentemente das suas funções ou áreas de atividade concretas, um vasto leque		





(para quem é relevante)

de pessoas envolvidas no desenvolvimento sustentável pode beneficiar desta competência. Profissionais de sustentabilidade, como gestores, coordenadores ou consultores de sustentabilidade, podem comunicar eficazmente os seus objetivos de sustentabilidade, envolver os *stakeholders* e promover a colaboração para práticas sustentáveis, aplicando a ação interpessoal. Aos formadores, esta competência permite envolver eficazmente os formandos, dinamizar debates e inspirar mudanças de comportamento no sentido de práticas sustentáveis. Os líderes e gestores empresariais devem envolver os trabalhadores, comunicar estratégias de sustentabilidade e promover uma cultura de sustentabilidade nas suas equipas e em toda a organização e, nesse sentido, esta competência é crucial. Também o é para os decisores políticos, que devem envolver os *stakeholders*, negociar alterações políticas e promover a colaboração para enfrentar os desafios da sustentabilidade ao nível regional, nacional e internacional. Finalmente, também os líderes comunitários necessitam aplicar a ação interpessoal, para mobilizar os membros da comunidade, facilitar o diálogo e capacitar outros para atuarem em prol do desenvolvimento sustentável ao nível público.



Co-funded by
the European Union

The European Commission support for the production of this publication does not constitute an endorsement of the contents which reflects the views only of the authors, and the National Agency and Commission cannot be held responsible for any use which may be made of the information contained therein. Project No. 2022-1-LT01-KA220-VET-000087491



11.6. Slovenščina

Trajnostna miselnost

Ozaveščenost o trajnosti zajema poglobljeno razumevanje okoljskih izzivov in pomena trajnostnih praks za njihovo učinkovito reševanje. Vključuje dokazovanje visoke ravni razumevanja ozaveščenosti o trajnosti, prikaz poglobljenega razumevanja okoljskih vprašanj, njihovih vplivov in potrebe po trajnostnih praksah za njihovo ublažitev. Pomeni dosledno dajanje prednosti trajnosti, aktivno iskanje priložnosti za vključevanje okolju prijaznih rešitev in zagovarjanje odgovornih potrošniških in proizvodnih metod, ob podpiranju pravičnosti in spodbujanju ohranjanja narave.

	srednja raven	napredna raven	strokovna raven
Znanje	Razumeti trajnost, vključno z okoljskimi izzivi in pomenom trajnostnih praks.	Zavedati se in se ukvarjati z ohranjanjem narave, vključno z ohranjanjem biotske raznovrstnosti, obnavljanjem ekosistemov in odgovornim ravnanjem z viri.	Prepoznati in aktivno podpirati pobude za ohranjanje narave, zavzemanje za zaščito habitatov in spodbujanje trajnostnega odnosa med človekom in okoljem.
Ključne spretnosti	Prakticiranje trajnosti v vsakdanjem življenju z zmanjšanjem porabe energije, odpadkov in vode. Oceniti in predlagati trajnostne rešitve v različnih okoljih, kot so domovi, šole in lokalna podjetja.	Pripraviti in izvajati trajnostne strategije za organizacije, ob upoštevanju vidikov okolja, družbe in gospodarstva. Strokovno oceniti vplive na okolje in oblikovati inovativne rešitve za njihovo zmanjšanje pri večjih projektih.	Razviti in izvajati trajnostne programe za obnovljive vire energije, ravnanje z odpadki in trajnost. Pokazati razumevanje mednarodnih okoljskih politik in zagovarjati trajnost na globalni ravni.
Odgovornost in samostojnost	Ocenite in izboljšajte vpliv lokalnih podjetij na okolje s spodbujanjem trajnostnih praks. Z delavnicami in kampanjami izobražujte in vključujte skupnost v okolju prijazne navade.	Razvijte in izvajajte obsežne trajnostne projekte v urbanističnem načrtovanju, infrastrukturi in regionalni politiki. Analizirajte življenjske cikle izdelkov, poiščite priložnosti za ekološko oblikovanje in predlagajte trajnostne alternative.	Oblikujte in nadzirajte glavne trajnostne programe, ki spodbujajo spremembe v več sektorjih. Vplivajte na globalno politiko in zagovarjajte trajnostne prakse z uporabo strokovnega znanja v mednarodnih okoljskih politikah.
Vprašanja	Kako lahko trajnostne prakse vključimo v vsakdanje dejavnosti in	Kateri so inovativni pristopi ali tehnologije, ki jih je mogoče uporabiti za	Na kakšen način lahko skupnosti in organizacije sodelujejo pri izvajanju





Aplikativnost (za koga je to relevantno)	rutine, da zmanjšamo vpliv na okolje?	spodbujanje trajnosti in prizadevanj za ohranjanje v različnih sektorjih?	trajnostnih rešitev in obravnavanju okoljskih izzivov v večjem obsegu?
	Zavedanje o trajnosti (trajnostna ozaveščenost) je pomembno na področju znanosti o okolju in ekologije, saj ti strokovnjaki raziskujejo okolje in iščejo rešitve za okoljske izzive. Drugo pomembno področje bi lahko bili menedžerji trajnostnega poslovanja, ki so odgovorni za vključevanje trajnostnih praks v poslovne procese, zagotavljanje odgovornega upravljanja virov in socialnih/okoljskih vidikov. Na metaravni je ozaveščenost o trajnosti pomembna za urbaniste pri njihovih projektih načrtovanja in razvoja trajnostnih mest, vključevanje zelene infrastrukture ter spodbujanje trajnostnih transportnih in energetskih sistemov.		

Sistematično razmišljanje

Sistematično razmišljanje se nanaša na zmožnost razumevanja in reševanja nalog trajnosti z analizo in razumevanjem medsebojne povezanosti družbenih, gospodarskih in okoljskih sistemov. Vključuje prepoznavanje medsebojnih odvisnosti in povratnih zank, ki so del kompleksnih sistemov, ter uporabo tega razumevanja za oblikovanje celovitih in trajnostnih rešitev.

	srednja raven	napredna raven	strokovna raven
Znanje	Dobro razumevanje osnovnih načel in konceptov sistematičnega razmišljanja v zvezi s trajnostjo. Zna prepoznati, kako so družbeni, ekonomski in okoljski sistemi medsebojno povezani, in lahko predvidi možne rezultate posegov v kompleksne sisteme.	Posamezniki globoko razumejo temeljne teorije in principe sistematičnega razmišljanja. Imajo obsežno znanje o kompleksnih prilagodljivih sistemih, vključno s sistemsko dinamiko in odpornostjo. Poleg tega so usposobljeni za analizo in interpretacijo podatkov za prepoznavanje vzorcev in trendov znotraj dinamičnih sistemov. Imajo tudi celovito razumevanje trajnosti in njene povezave s sistemskim razmišljanjem.	Posamezniki obvladajo napredne teorije in modele sistematičnega razmišljanja, kot sta nelinearna dinamika in teorija kaosa. Imajo obsežno znanje o kompleksnih prilagodljivih sistemih, vključno s sofisticirano analizo in nastankom omrežij. Obvladajo uporabo naprednih kvantitativnih in kvalitativnih metodologij za analizo kompleksnih sistemov in reševanje izzivov trajnosti. Poleg tega imajo sposobnost kritičnega vrednotenja in vključevanja interdisciplinarnih raziskav kompleksnih sistemov in trajnosti.
Ključne spretnosti	Razumeti, kako so različni deli sistema povezani in	Uporabiti modele, da se prouči, kako se zapleteni	Voditi druge k sistemskemu razmišljanju, sprejemati





Odgovornost in samostojnost	kako lahko spremembe v enem delu vplivajo na druge dele.	sistemi obnašajo, predvideti, kako se lahko spreminjajo skozi čas, in poiskati priložnosti za pozitiven učinek.	odločitve, ki upoštevajo širšo sliko in dolgoročne učinke, ter pomagati sistemom, da postanejo bolj odporni na izzive.
	Delo pod nadzorom in z usmeritvami, uporaba načel in orodij sistematičnega mišljenja ter iskanje napotkov pri soočanju s kompleksnimi izzivi trajnosti.	Neodvisno analiziranje kompleksnih problemov, predlaganje inovativnih in trajnostnih rešitev, upoštevanje dolgoročnih posledic in sodelovanje z multidisciplinarnimi ekipami.	Izvajanje zapletenih sistemskih analiz, razvoj celovitih trajnostnih strategij, prevzemanje vodilnih vlog, napredek sistematičnega mišljenja in učinkovito sporočanje njegovega pomena deležnikom in odločevalcem.
Vprašanja	Kako lahko razumemo in analiziramo pomembne dele in povezave v kompleksnem sistemu, da postanemo trajnostni? Ali lahko navedete primere preprostih vzročno-posledičnih razmerij v sistemu, ki vplivajo na trajnost? In kako lahko uporabimo preprosta orodja, kot so diagrami, da izvemo več o izzivih trajnosti v določeni situaciji?	Kako lahko poglobljeno preučimo kompleksne sisteme, povezane s trajnostjo, pri čemer upoštevamo, kako so različni deli odvisni drug od drugega, kje lahko naredimo najpomembnejše spremembe in kakšna nova vedenja se lahko pojavijo? Kako nam napredna orodja, kot sta modeliranje in analiziranje omrežij, pomagajo razumeti, kako se zapleteni sistemi obnašajo v smislu trajnosti? In kako nam lahko analiza scenarijev in testiranje občutljivosti pomagata razumeti učinke in nenamerne rezultate posegov v kompleksne sisteme?	Kako lahko temeljito razumemo povezave, pomembne točke za spremembe in nova vedenja, ki se pojavljajo v kompleksnih sistemih, povezanih s trajnostjo? Kako nam lahko orodja, kot je modeliranje ali analiziranje omrežij, pomagajo simulirati in razumeti, kako se kompleksni sistemi obnašajo v smislu trajnosti? Kako nam lahko analiza scenarijev in testiranje občutljivosti pomagata oceniti učinke in nenamerne rezultate posegov v kompleksne sisteme? Ali lahko delite učinkovite načine za razlago zapletenih idej o sistemih različnim skupinam ljudi?
Aplikativnost (za koga je to relevantno)	Sistematično razmišljanje je pomembno za širok krog posameznikov in strokovnjakov, ki se ukvarjajo s trajnostnim razvojem in sorodnimi področji. To vključuje okoljske svetovalce, oblikovalce politik, podjetnike, učitelje, raziskovalce, neprofitne organizacije in voditelje skupnosti. Pomaga jim razumeti in obravnavati medsebojno povezanost družbenih, gospodarskih in okoljskih sistemov, kar jim omogoča analizo kompleksnih izzivov, razvoj učinkovitih strategij in zagovarjanje trajnostnih rezultatov.		



**Sposobnost predvidevanja**

Sposobnost predvidevanja je kompetenca, usmerjena v prihodnost, ki vključuje predvidevanje prihodnjih scenarijev in načrtovanje obravnave potencialnih izzivov trajnosti. Vključuje napovedovanje možnih rezultatov in učinkov dejanj, prepoznavanje tveganj, negotovosti in priložnosti, povezanih s trajnostjo, ter sprejemanje strateških odločitev na podlagi teh napovedi.

	srednja raven	napredna raven	strokovna raven
Znanje	Razumevanje osnovnih načel trajnosti in poznavanje metod napovedi in orodij za predvidevanje.	Poglobljeno razumevanje globalnih trendov trajnosti, naprednih tehnik predvidevanja in metodologij strateškega načrtovanja.	Izčrpno poznavanje vprašanj globalne trajnosti, napovednega modeliranja, procesov strateškega odločanja in vpliva različnih dejavnikov na prihodnje scenarije trajnosti.
Ključne spretnosti	Sposobnost prepoznavanja prihodnjih trajnostnih izzivov in priložnosti; osnovne veščine ocene tveganja in strateškega načrtovanja.	Sposobnost razvoja in vrednotenja prihodnjih trajnostnih scenarijev; napredne veščine obvladovanja tveganj in strateškega odločanja.	Obvladovanje napovednega modeliranja in strateškega načrtovanja; sposobnost vodenja razvoja in implementacija trajnostnih strategij, ki temeljijo na vnaprejšnjem razmišljanju.
Odgovornost in samostojnost	Sposobnost samostojnega prepoznavanja morebitnih vprašanj o trajnosti in dajanja priporočil za njihovo obravnavo.	Odgovornost za razvoj in izvajanje trajnostnih strategij, ki temeljijo na predvidevajočemu razmišljanju; avtonomnost v procesih odločanja.	Odgovornost za vodenje trajnostnih pobud organizacije, ki temeljijo na predvidevajočemu razmišljanju; visoka stopnja avtonomije pri strateškem odločanju.
Vprašanja	Prepoznavanje morebitnih prihodnjih vprašanj trajnosti in razvoj načrtov za njihovo obravnavo.	Razvoj in vrednotenje prihodnjih scenarijev trajnosti; obvladovanje tveganj, povezanih s temi scenariji.	Vodenje razvoja in implementacije trajnostnih strategij za celotno organizacijo, ki temeljijo na predvidevajočemu razmišljanju.
Aplikativnost (za koga je to relevantno)	Sposobnost predvidevanja in oblikovanje scenarijev na podlagi razmišljanja je pomembna za različne zainteresirane strani, vključno z oblikovalci politik, gospodarskimi voditelji, svetovalci za trajnost, izobraževalci in posamezniki. Uporablja se lahko na različnih področjih, kot so strateško načrtovanje, obvladovanje tveganj, izobraževanje, razvoj politik in osebno odločanje.		



**Sposobnost refleksije**

Sposobnost refleksije kot kompetenca vključuje obravnavanje norm in etike pri spodbujanju trajnosti. Vključuje razumevanje, krmarjenje in vplivanje na socialne, kulturne in etične razsežnosti trajnostnih izzivov ter delovanje v skladu z načeli in vrednotami trajnosti. Vključuje tudi prepoznavanje etičnih dilem, zagovarjanje vključujočih in pravičnih pristopov ter izkazovanje odgovornega vedenja v osebnem in poklicnem kontekstu.

	srednja raven	napredna raven	strokovna raven
Znanje	Opišite etično razsežnost trajnosti. Opredelite razmerje med podjetništvom, trajnostjo in etiko.	Naštejte etične standarde, vrednote in načela, ki spodbujajo trajnost. Prepoznati etične dileme, ki se pojavljajo v procesu trajnostnega podjetništva.	Pojasnite družbene, kulturne in etične razsežnosti trajnostnih izzivov. Ugotovite regulativni in etični okvir, ki ga je treba upoštevati v trajnostnem podjetništvu.
Ključne spretnosti	Ločiti odgovorno ravnanje na osebnem in poklicnem področju. Delujte v skladu z načeli in vrednotami trajnosti.	Pokazati odgovorno in etično vedenje v podjetniški fazi. Vključite norme, vrednote in etična načela, ki spodbujajo trajnost.	Uporabiti vključujoče in poštene pristope. Preglejte družbene, kulturne in etične razsežnosti naših dejanj.
Odgovornost in samostojnost	Spodbujati norme, vrednote in etična načela trajnosti v podjetniških procesih.	Oceniti družbene, kulturne in etične učinke podjetniških dejanj.	Usmeriti ekipe in posameznike k odgovornemu soočanju z etičnimi dilemami.
Vprašanja	Kakšna je etična dimenzija trajnosti? Kako so povezani podjetništvo, etika in trajnost? Kako naj delujem v skladu z načeli in vrednotami trajnosti? Kako lahko spodbujam norme, vrednote in etična načela trajnosti v podjetniških procesih?	Kako naj vem, ali imam etično dilemo? Kaj lahko storim, da vključim etične norme, vrednote in načela, ki spodbujajo trajnost? Kako lahko ocenim učinke svojih podjetniških dejanj v socialnem, kulturnem in etičnem smislu?	Na kakšen način je mogoče pojasniti socialne, kulturne in etične razsežnosti trajnostnih izzivov? Kako lahko prepoznam normativni in etični okvir, ki mu bom sledil v trajnostnem podjetništvu? Kaj so vključujoči in pravični pristopi in kako jih lahko uporabim in uresničim? Kaj lahko storim za odgovorno vodenje ekip, ko se soočam z etičnimi dilemami?
Aplikativnost	Sposobnost refleksije (ter evalvacije in načrtovanja aktivnosti oziroma delovanja) je pomembna za širok krog posameznikov in strokovnjakov, ki se ukvarjajo s trajnostnim		





(za koga je to relevantno)

razvojem in sorodnimi področji. To vključuje svetovalce za trajnost, oblikovalce politik, podjetnike, učitelje, raziskovalce, neprofitne organizacije in voditelje skupnosti. Pomaga jim razumeti in obravnavati medsebojno povezanost družbenih, ekonomskih in okoljskih sistemov, kar jim omogoča kompleksno analizo.

Strateško razmišljanje

Kompetencija strateškega razmišljanja zajema sposobnost analiziranja zapletenih situacij, predvidevanja prihodnjih trendov in razvoja učinkovitih dolgoročnih načrtov za doseganje specifičnih ciljev. Vključuje kritično razmišljanje, upoštevanje več perspektiv in sintetiziranje informacij za sprejemanje premišljenih odločitev. Strateški misleci imajo sistemsko in celotno perspektivo, ki jim omogoča razumevanje širše slike, prepoznavanje priložnosti in krmarjenje z izzivi, hkrati pa ostajajo prilagodljivi in odprti za spremembe. Njihove veščine strateške analize, reševanja problemov, odločanja in komunikacije jim omogočajo, da oblikujejo usmeritev organizacije in spodbujajo njen uspeh v dinamičnih okoljih.

	srednja raven	napredna raven	strokovna raven
Znanje	<p>Posamezniki imajo temeljno razumevanje strateškega razmišljanja. Imajo osnovno znanje o industrijskih trendih, organizacijskih sposobnostih in metodologijah strateškega načrtovanja. Poznajo osnovna analitična orodja in okvire, ki se uporabljajo v strateški analizi.</p>	<p>Posamezniki imajo celovito znanje o svoji industriji, vključno z nastajajočimi trendi, tržno dinamiko in konkurenčnim okoljem. Imajo globoko razumevanje strateških okvirov, kot je analiza SWOT, Porterjevih pet sil ali analize PESTEL. Dobro poznajo najnovejše raziskave in spoznanja v zvezi s strateškim upravljanjem.</p>	<p>Posamezniki imajo obsežno in specializirano znanje o strateškem razmišljanju. Imajo globoko razumevanje trendov, specifičnih za panogo, ter lahko predvidijo in krmarijo po zapleteni tržni dinamiki. Imajo veliko znanja o naprednih strateških modelih, metodologijah in vrhunskih raziskavah na tem področju. Njihovo strokovno znanje jim omogoča miselno vodenje in oblikovanje strateške usmeritve organizacij.</p>
Ključne spretnosti	<p>Posamezniki pokažejo osnovne veščine strateškega razmišljanja. Znajo analizirati in ovrednotiti informacije, prepoznati vzorce in kritično razmišljati pri razvoju strategij. Imajo osnovne veščine reševanja problemov in odločanja, kar jim</p>	<p>Posamezniki so izpopolnili svoje veščine strateškega razmišljanja. Spretni so pri izvajanju poglobljene analize, sintezi kompleksnih informacij in ocenjevanju več možnosti. Imajo napredne veščine reševanja problemov in lahko razvijejo kreativne in inovativne rešitve. Njihove</p>	<p>Posamezniki imajo izjemne sposobnosti strateškega razmišljanja. Imajo napredne sposobnosti kritičnega razmišljanja, kar jim omogoča predvidevanje trendov, prepoznavanje skritih priložnosti in analizo kompleksnih sistemov. Odlični so pri reševanju problemov in se znajo spopasti z zelo</p>



**Co-funded by
the European Union**

The European Commission support for the production of this publication does not constitute an endorsement of the contents which reflects the views only of the authors, and the National Agency and Commission cannot be held responsible for any use which may be made of the information contained therein. Project No. 2022-1-LT01-KA220-VET-000087491



<p>Odgovornost in samostojnost</p>	<p>omogoča, da prispevajo k strateškim razpravam in pobudam.</p>	<p>sposobnosti odločanja so dobro razvite in lahko učinkovito pretehtajo tveganja in koristi.</p>	<p>zapletenimi izzivi. Njihove sposobnosti odločanja so zelo izpopolnjene, kar jim omogoča zdravo presojo v zapletenih in dvoumnih situacijah.</p>
	<p>Posamezniki izkazujejo osnovno stopnjo odgovornosti in avtonomije v strateškem razmišljanju. Prispevajo k strateškim razpravam, prevzemajo odgovornost za dodeljene naloge in sodelujejo z drugimi. Iščejo navodila višjih vodij in sledijo uveljavljenim protokolom in smernicam.</p>	<p>Posamezniki imajo večjo stopnjo odgovornosti in avtonomije. Aktivno sodelujejo pri strateškem načrtovanju, prevzemajo odgovornost za pobude ter dajejo smernice in usmeritve drugim. Imajo pooblastilo za sprejemanje strateških odločitev v okviru svojih določenih področij odgovornosti.</p>	<p>Posamezniki imajo visoko stopnjo odgovornosti in avtonomije pri strateškem razmišljanju. Vodijo strateške pobude, določajo strateško agendo in dajejo smernice višjim voditeljem. Imajo pooblastila za sprejemanje kritičnih odločitev, ki oblikujejo usmeritev organizacije in pomembno vplivajo na njen uspeh.</p>
<p>Vprašanja</p>	<p>Kako bi zbrali in analizirali ustrezne tržne podatke, da bi prepoznali potencialne priložnosti in nevarnosti za vašo organizacijo? Katere strategije bi uporabili za oceno prednosti in slabosti vaše organizacije ter njenega konkurenčnega položaja? Kako bi uporabili osnovne strateške okvire, kot je analiza SWOT, za obveščanje o vašem procesu odločanja? Katere korake bi sprejeli, da bi bili obveščeni o industrijskih trendih in razvoju, ki bi lahko vplival na vašo organizacijo v bližnji prihodnosti? Kako bi svoje strateške cilje uskladili z</p>	<p>Kako bi izvedli celovito analizo konkurenčnega okolja, vključno s profiliranjem konkurentov in segmentacijo trga? Katere metodologije ali orodja bi uporabili za oceno potencialnega vpliva industrijskih trendov na strateške cilje vaše organizacije? Kako lahko prepoznate in analizirate nastajajoče priložnosti ali grožnje, ki niso takoj očitne? Kako bi razvili dolgoročno vizijo in strateški načrt, ki bi bil usklajen s pričakovanimi prihodnjimi trendi in razvojem? Katere strategije bi uporabili za spodbujanje inovacij in stalnih izboljšav v vaši organizaciji? Kako lahko uravnotežite kratkoročne cilje z</p>	<p>Kako bi uporabili napredne tehnike za analizo podatkov in tržnih raziskav, da bi pridobili globlji vpogled v vedenje in želje strank? Katere metode ali modele bi uporabili za ovrednotenje zapletenih poslovnih scenarijev in sprejemanje premišljenih strateških odločitev? Kako lahko ocenite in vključite geopolitične, družbeno-ekonomske in tehnološke dejavnike v svojo strateško analizo? Kako bi aktivno oblikovali in vplivali na industrijsko krajino z miselnim vodstvom in industrijskimi partnerstvi? Katere strategije bi uvedli za spodbujanje kulture stalnih inovacij in prekinitev tradicionalnih poslovnih modelov? Kako lahko predvidite in obvladate dolgoročne izzive, kot</p>





Aplikativnost (za koga je to relevantno)	nastajajočimi potrebami in zahtevami strank? Kako lahko predvidite in se pripravite na morebitne motnje ali spremembe v tržnem okolju?	dolgoročnimi cilji glede trajnosti in rasti?	so vprašanja trajnosti ali globalnih makroekonomskih trendov?
	Uporaba kompetence strateškega razmišljanja obsega različna področja dejavnosti in ravni dolžnosti znotraj organizacije. Strateški misleci dragoceno prispevajo k strateškemu načrtovanju in procesom odločanja, kjer analizirajo notranje in zunanje dejavnike, prepoznajo priložnosti in ocenijo tveganja. Imajo ključno vlogo pri določanju smeri in ciljev organizacije ter jih usklajujejo z njeno vizijo in poslanstvom. Strateški misleci so odgovorni tudi za spremljanje industrijskih trendov, predvidevanje tržnih sprememb in razvoj inovativnih strategij, da ostanejo pred konkurenco. Njihovo strokovno znanje se razteza na področja, kot so poslovni razvoj, dodeljevanje virov, vrednotenje uspešnosti in nenehne izboljšave. Na višjih ravneh strateški misleci prevzamejo vodilne vloge, vodijo organizacijo skozi kompleksne prehode, zagotavljajo učinkovito izvajanje strategij in spodbujajo kulturo strateške agilnosti in inovativnosti. Sodelujejo z medfunkcionalnimi ekipami, vključujejo zainteresirane strani in sporočajo strateško vizijo za spodbujanje uspeha organizacije. Na splošno uporaba kompetence strateškega razmišljanja zajame vse ravni in funkcionalna področja organizacije ter igra ključno vlogo pri oblikovanju njene dolgoročne rasti in trajnosti.		

Samoiniciativnost

Samoiniciativnost kot kompetenca vključuje samozavedanje, samomotivacijo, proaktivno delovanje in prepoznavanje lastnega potenciala za prispevanje k trajnosti. Vključuje prepoznavanje osebnih prednosti, postavljanje ciljev, prevzemanje odgovornosti za naloge, povezane s trajnostjo, ter proaktivnost in samorefleksijo pri napredku in doseganju ciljev v smeri trajnosti.

	srednja raven	napredna raven	strokovna raven
Znanje	Razumeti osnovna načela in koncepte trajnosti, vključno s cilji trajnostnega razvoja, ohranjanjem okolja in odgovornimi praksami; Zavedati se globalnih in lokalnih vprašanj; trajnosti, kot so podnebne spremembe, poraba vode itd.;	Imeti celovito znanje o zapletenih trajnostnih izzivih, njihovih koreninah in vplivu; Imeti znanje o inovativnih trajnostnih tehnologijah, nastajajočih trendih in najboljših praksah v različnih sektorjih; Zavedati se političnih in regulatornih okvirov na	Biti sposoben analizirati zapletene trajnostne izzive in prepoznati možne rešitve; Imeti strokovno znanje o najnovejših raziskavah in inovacijah, povezanih s trajnostjo; Biti strokovnjak za cilje trajnostnega razvoja in biti sposoben uskladiti nacionalne





	<p>Poznati trajnostne prakse v različnih sektorjih, npr. trajnostna energija, krožno gospodarstvo, vodni odtis itd.;</p> <p>Biti seznanjen z osebnim vplivom na okolje in kako lahko posameznikovo vedenje prispeva k trajnosti;</p> <p>Poznati ustrezne deležnike, ki sodelujejo pri trajnostnem razvoju;</p>	<p>globalni in lokalni ravni, kot so okoljski in trajnostni standardi, zakoni in priporočila;</p> <p>Imeti napredno razumevanje, kako vključiti deležnike, spodbujati sodelovanje in mobilizirati podporo;</p> <p>Zavedati se etičnih vidikov in družbene odgovornosti;</p>	<p>agende s trajnostnimi pobudami;</p> <p>Bite strokovnjak za politike in imeti sposobnost vplivanja na odločevalce z namenom spodbujanja trajnosti;</p>
<p>Ključne spretnosti</p>	<p>Postavite specifične in dosegljive osebne trajnostne cilje.</p> <p>Iščite priložnosti za prispevanje k trajnosti.</p> <p>Bodite samomotivirani in učinkovito upravljajte s časom.</p> <p>Prepoznajte težave in izzive za izpolnitev svojih ciljev.</p> <p>Samorefleksija dejanj, ki jih izvajate, in njihov učinek na trajnost.</p> <p>Bodite prilagodljivi in se učite iz izkušenj.</p>	<p>Načrtujte in vodite trajnostne projekte.</p> <p>Zgradite mreže zainteresiranih strani.</p> <p>Učinkovito seznanjate o svojih ciljih.</p> <p>Sprejemajte trajnostne strateške odločitve.</p> <p>Razmislite o vplivu svojih dejanj na lokalni in globalni ravni.</p> <p>Sprejemajte etične odločitve.</p>	<p>Imeti vodstvene sposobnosti in sposobnosti vodenja ekip.</p> <p>Ocenite učinek izvedenih ukrepov.</p> <p>Bodite prilagodljiv pogajalec in vplivajte na oblikovalce politik.</p> <p>Sposobnost predvidevanja prihodnjih sprememb in izzivov.</p> <p>Vzpostavite strateška partnerstva z deležniki.</p> <p>Bodite odporni in prilagodljivi.</p>
<p>Odgovornost in samostojnost</p>	<p>Biti sposoben samostojno delati na pobudah in prevzemati odgovornost za naloge.</p> <p>Sprejmite proaktivne ukrepe.</p> <p>Poiščite nasvete strokovnjakov.</p>	<p>Prevzemite lastništvo nad projektom in vodite druge člane ekipe.</p> <p>Rešujte zapletene probleme, povezane s projektom.</p> <p>Izkoristite prednosti inovativnih tehnologij.</p> <p>Vlagajte v svoj profesionalni razvoj in znanje.</p> <p>Izvedite delavnico o trajnosti.</p>	<p>Bodite mentor in vodite druge v smeri trajnosti.</p> <p>Razvijte strateški načrt za trajnost.</p> <p>Bodite vodja in vplivajte na oblikovalce politik.</p> <p>Bodite svetovalec za trajnost.</p> <p>Sodelujte z oblikovalci politik.</p>





Vprašanja	Katere trajnostne prakse ali pobude lahko izvajam? Kako lahko prednostno razvrstim naloge? Katere korake moram narediti, da izpolnim cilje trajnosti?	Kako lahko pritegnem zainteresirane strani in sodelujem z njimi za trajnostne pobude? Kako lahko prinesem inovacije pri reševanju vprašanj trajnosti? Kako sprovedem svojo pobudo, da pride do učinka?	Kako si predstavljate prihodnje rezultate vaše pobude? Kateri so moji dobri zgledi, ki jih lahko delim z drugimi posamezniki? Katere zapletene odločitve sem sprejel?
Aplikativnost (za koga je to relevantno)	<ul style="list-style-type: none"> • Strokovnjaki, kot so menedžerji trajnostnega razvoja, okoljski svetovalci in strokovnjaki, ki delajo v zelenih organizacijah. Ta kompetenca jim lahko pomaga pri načrtovanju in upravljanju inovativnih trajnostnih projektov in pobud. • Podjetniki in lastniki MSP, ki želijo v svoje organizacije vključiti trajnost. Individualna pobuda jim lahko pomaga pri prepoznavanju in izvajanju trajnostnih praks in rešitev. • Vzgojitelji, učitelji in trenerji, ki lahko učencem pomagajo razviti lastne kompetence na področju trajnosti in jim pomagajo zgraditi zeleno miselnost. • Oblikovalci politik, ki se ukvarjajo z vprašanji, povezanimi s trajnostjo, lahko uporabijo individualno pobudo za spodbujanje in vodenje sprememb trajnostne politike. • Študenti lahko razvijejo individualne pobude za aktivno sodelovanje v projektih in dejavnostih, povezanih s trajnostjo. • Neprofitne organizacije, ki se osredotočajo na trajnost. 		

Medosebni odnosi

Sposobnost medosebnega delovanja se nanaša na sposobnost posameznika, da sodeluje v učinkovitih in smiselnih družbenih interakcijah, ki spodbujajo trajnostne prakse in vrednote. Vključuje sposobnost komuniciranja in sodelovanja z drugimi, vzpostavljanja partnerstev in vplivanja na vedenje v smeri trajnostnih rezultatov. Zahteva razumevanje in obravnavo družbenih, ekonomskih in okoljskih razsežnosti trajnosti, hkrati pa spodbuja občutek kolektivne odgovornosti in opolnomočenje za spodbujanje pozitivnih sprememb.

	srednja raven	napredna raven	strokovna raven
Znanje	Prepoznati ključne koncepte trajnosti in njihove družbene posledice; Razumeti pomen učinkovite komunikacije pri spodbujanju ozaveščenosti o trajnosti;	Oris zapletenih izzivov trajnosti z različnih vidikov; Izbera komunikacijske tehnike za vključitev zainteresiranih strani v razprave o trajnosti;	Opredeliti nove pristope za spodbujanje trajnostne spremembe vedenja na podlagi komunikacijskih veščin; Razmišljati o naprednih konceptih trajnosti, nastajajočih trendih in inovativnih rešitvah;





	Opisati načela in strategije učinkovitega komuniciranja za spodbujanje trajnostnih praks in vključevanje deležnikov;	Prepoznati celostne perspektive za spodbujanje celovitih trajnostnih rešitev;	Oris trajnostnih pobud, ki vključujejo različne zainteresirane strani;
Ključne spretnosti	Prepoznati trajnostne komunikacijske strategije za vključevanje različnih občinstev; Uporabljati veščine aktivnega poslušanja in učinkovite komunikacijske tehnike za sodelovanje v razpravah o trajnosti;	Oblikovanje celovitih komunikacijskih načrtov o trajnosti za ciljno usmerjen učinek; Uporabiti olajševalne okoliščine in pogajalske veščine za spodbujanje sodelovanja pri trajnostnih pobudah;	Načrtujte in izvajajte transformativne trajnostne delavnice za raznoliko, globalno občinstvo; Pokažite močne sposobnosti vodenja in vplivanja za spodbujanje sistemskih sprememb in mobilizacijo skupnosti k trajnostnim ukrepom;
Odgovornost in samostojnost	Pokazati zavedanje o trajnostnih praksah, z njihovim vključevanjem v osebne prakse; Sodelovati in aktivno iskati priložnosti za sodelovanje z drugimi, v smeri trajnostnih rešitev; Izvajati odgovorno upravljanje z viri, v skladu z načeli trajnosti;	Vključiti vprašanja trajnosti v osebne in poklicne okvire odločanja; Se učinkovito pogajati, da bi vplivali na deležnike v smeri trajnostnega odločanja; Usmerjati ekipe ali skupnosti k trajnostnim ciljem;	Zagovarjati sistemske spremembe z vplivanjem na politike, ki so usklajene s trajnostnimi cilji; Vplivati na spremembo vedenja, motivirati in opolnomočiti posameznike in skupnosti, da vodijo pomembne pozitivne spremembe v smeri trajnostnih ciljev;
Vprašanja	Kako lahko izboljšam svoje sposobnosti aktivnega poslušanja, da bi bolje razumel perspektive drugih v medosebnih interakcijah? Katere strategije lahko uporabim za učinkovito komuniciranje trajnostnih konceptov in pobud z različnim občinstvom? Kako lahko krmarim in razrešujem konflikte, ki lahko nastanejo v času	Kako lahko izkoristim veščine medosebnih odnosov za izgradnjo močnih partnerstev in sodelovanja v različnih sektorjih, za bolj vplivne trajnostne pobude? Kako lahko uporabim empatijo in kulturno občutljivost za premostitev vrzeli in spodbujam vključenost v prizadevanja za trajnost? Na kakšen način lahko aktivno vključim in	Kako lahko vodim in navdihujem ekipe, da sprejmejo trajnost kot temeljno vrednoto in jo vključijo v svoje vsakdanje delovanje in odločanje? Kako lahko z učinkovito medosebno komunikacijo in strateškim zagovorništvom vplivam in mobiliziram širše skupnosti ali organizacije k trajnostnim praksam? Kakšne pristope lahko uporabim za mentorstvo in opolnomočenje novih/nastajajočih voditeljev na





	sodelovanja pri trajnostnih projektih?	motiviram deležnike v procese odločanja, da zagotovim, da se njihov glas sliši in ceni v trajnostnih projektih?	področju trajnosti, spodbujanje njihovih medosebnih kompetenc in spodbujanje njihovih lastnih vplivnih pobud?
Aplikativnost (za koga je to relevantno)	<p>Ne glede na njihova natančna delovna mesta ali področja delovanja lahko širok krog ljudi, ki se ukvarjajo s trajnostnim razvojem, izkoristi to kompetenco:</p> <ul style="list-style-type: none">• strokovnjaki za trajnost, kot so menedžerji, koordinatorji ali svetovalci za trajnost, za učinkovito sporočanje trajnostnih ciljev, vključevanje zainteresiranih strani in spodbujanje sodelovanja za trajnostne prakse;• učitelji in trenerji za učinkovito vključevanje učencev, olajšanje razprav in navdih za spremembo vedenja v smeri trajnostnih praks;• poslovni voditelji in menedžerji, da pritegnejo zaposlene, komunicirajo o trajnostnih strategijah in spodbujajo kulturo trajnosti v svojih ekipah in v celotni organizaciji;• oblikovalci politik naj vključijo deležnike, se pogajajo o spremembah politik in spodbujajo sodelovanje za reševanje izzivov trajnosti na regionalni, nacionalni in mednarodni ravni;• voditelji skupnosti, da mobilizirajo člane skupnosti, olajšajo dialog in opolnomočijo druge za delovanje v smeri trajnostnega razvoja na javni ravni.		





11.7. Español

Conciencia de sostenibilidad

La conciencia de sostenibilidad abarca una comprensión profunda de los retos medioambientales y de la importancia de las prácticas sostenibles para abordarlos eficazmente. Implica demostrar un alto nivel de comprensión de la concienciación sobre la sostenibilidad, mostrando un profundo conocimiento de los problemas medioambientales, sus repercusiones y la necesidad de prácticas sostenibles para mitigarlos. Implica dar prioridad sistemáticamente a la sostenibilidad, buscar activamente oportunidades para incorporar soluciones ecológicas y abogar por métodos de consumo y producción responsables, apoyando al mismo tiempo la equidad y promoviendo la conservación de la naturaleza.

	Intermedio	Avanzado	Experto
Conocimientos	Comprender la sostenibilidad, incluidos los retos medioambientales y la importancia de las prácticas sostenibles.	Ser conscientes de la conservación de la naturaleza y participar en ella, lo que incluye preservar la biodiversidad, restaurar los ecosistemas y gestionar los recursos de forma responsable.	Reconocer y apoyar activamente las iniciativas de conservación de la naturaleza, abogando por la protección de los hábitats y fomentando una relación sostenible entre el ser humano y el medio ambiente.
Competencias clave	Practicar la sostenibilidad en la vida cotidiana reduciendo el consumo de energía, residuos y agua. Evaluar y sugerir soluciones sostenibles en distintos entornos, como hogares, escuelas y empresas locales.	Crear y ejecutar estrategias sostenibles para las organizaciones, teniendo en cuenta el medio ambiente, la sociedad y la economía. Evaluar con destreza las repercusiones medioambientales y concebir soluciones innovadoras para reducirlas en los grandes proyectos.	Desarrollar y ejecutar programas de sostenibilidad en materia de energías renovables, gestión de residuos y sostenibilidad. Demostrar que comprendes las políticas medioambientales internacionales y abogar por la sostenibilidad global.
Responsabilidad y autonomía	Evaluar y mejorar el impacto medioambiental de las empresas locales, promoviendo prácticas sostenibles. Educar e implicar a la comunidad en hábitos	Desarrollar y aplicar amplios proyectos de sostenibilidad en la planificación urbana, las infraestructuras y las políticas regionales. Analizar los ciclos de vida de los productos, encontrar oportunidades de	Diseñar y supervisar importantes programas de sostenibilidad que promuevan el cambio en múltiples sectores. Influir en la política mundial y abogar por prácticas sostenibles





Preguntas	ecológicos mediante talleres y campañas.	ecodiseño y sugerir alternativas sostenibles.	utilizando conocimientos especializados en políticas medioambientales internacionales.
	¿Cómo pueden integrarse las prácticas sostenibles en las actividades y rutinas cotidianas para reducir el impacto ambiental?	¿Cuáles son algunos de los enfoques o tecnologías innovadores que pueden utilizarse para promover los esfuerzos de sostenibilidad y conservación en diversos sectores?	¿De qué manera pueden colaborar las comunidades y organizaciones para aplicar soluciones sostenibles y abordar los retos medioambientales a mayor escala?
Aplicación (a quien corresponda)	<p>La concienciación sobre la sostenibilidad es relevante en el campo de la Ciencia Medioambiental y la Ecología, ya que estos profesionales investigan el medio ambiente y trabajan en la búsqueda de soluciones para los retos medioambientales. Otro ámbito de relevancia podría ser el de los Gestores de Empresas Sostenibles, que se encargan de integrar las prácticas de sostenibilidad en las operaciones empresariales, garantizando una gestión responsable de los recursos y consideraciones sociales y medioambientales. A nivel meta, la concienciación sobre la sostenibilidad es importante para los urbanistas en sus proyectos de diseño y desarrollo de ciudades sostenibles, incorporando infraestructuras verdes y promoviendo sistemas de transporte y energía sostenibles.</p>		

Pensamiento sistémico

La competencia de pensamiento sistémico se refiere a la capacidad de comprender y abordar las tareas de sostenibilidad analizando y comprendiendo la interconexión de los sistemas sociales, económicos y medioambientales. Implica discernir las interdependencias y los circuitos de retroalimentación inherentes a los sistemas complejos y emplear esta comprensión para idear soluciones integrales y sostenibles.

Intermedio
Avanzado
Experto



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Conocimientos	Comprender los principios y conceptos básicos del pensamiento sistémico relacionado con la sostenibilidad. Reconocer cómo los sistemas sociales, económicos y medioambientales están interconectados y anticipar los posibles resultados de las intervenciones en sistemas complejos.	Comprender en profundidad las teorías y principios fundamentales del pensamiento sistémico. Poseer amplios conocimientos de los sistemas adaptativos complejos, incluidas la dinámica y la resiliencia de los sistemas. Además, analizar e interpretar datos para identificar pautas y tendencias en sistemas dinámicos. También conocer de forma exhaustiva la sostenibilidad y su relación con el pensamiento sistémico.	Dominar teorías y modelos avanzados de pensamiento sistémico, como la dinámica no lineal y la teoría del caos. Poseer amplios conocimientos sobre sistemas adaptativos complejos, incluido el análisis sofisticado de redes y la emergencia. Dominar el uso de metodologías cuantitativas y cualitativas avanzadas para analizar sistemas complejos y abordar los retos de la sostenibilidad. Además, evaluar críticamente e integrar la investigación interdisciplinar sobre sistemas complejos y sostenibilidad.
Competencias clave	Comprender cómo están conectadas las distintas partes de un sistema y cómo los cambios en una de ellas pueden afectar a las demás.	Utilizar modelos para estudiar cómo se comportan los sistemas complejos, predecir cómo pueden cambiar con el tiempo y encontrar oportunidades para influir positivamente.	Guiar a otros para que piensen de forma sistémica, tomen decisiones que tengan en cuenta el panorama general y los efectos a largo plazo, y ayuden a los sistemas a ser más resistentes ante los retos.





<p>Responsabilidad y autonomía</p>	<p>Trabajar bajo supervisión y orientación, utilizar principios y herramientas de pensamiento sistémico y buscar orientación cuando se enfrenten a retos de sostenibilidad complejos.</p>	<p>Analizar de forma independiente problemas complejos, proponer soluciones innovadoras y sostenibles, considerar las implicaciones a largo plazo y colaborar con equipos multidisciplinares.</p>	<p>Realizar intrincados análisis sistémicos, desarrollar estrategias integrales de sostenibilidad, asumir funciones de liderazgo, impulsar el pensamiento sistémico y comunicar eficazmente su importancia a las partes interesadas y a los responsables de la toma de decisiones.</p>
<p>Preguntas</p>	<p>¿Cómo podemos comprender y analizar las partes y conexiones importantes de un sistema complejo para hacerlo sostenible? ¿Puedes dar ejemplos de relaciones simples de causa y efecto en un sistema que afecten a la sostenibilidad? ¿Y cómo podemos utilizar herramientas sencillas como diagramas para conocer mejor los retos de la sostenibilidad en una situación concreta?</p>	<p>¿Cómo podemos estudiar en profundidad los sistemas complejos relacionados con la sostenibilidad, teniendo en cuenta cómo dependen unas partes de otras, dónde podemos hacer cambios más significativos y qué nuevos comportamientos pueden surgir? ¿Cómo nos ayudan herramientas avanzadas como la modelización y el análisis de redes a entender cómo se comportan los sistemas complejos en términos de sostenibilidad? ¿Y cómo pueden el análisis de escenarios y las pruebas de sensibilidad ayudarnos a comprender los efectos y resultados imprevistos de las intervenciones en sistemas complejos?</p>	<p>¿Cómo podemos comprender a fondo las conexiones, los puntos importantes para el cambio y los nuevos comportamientos que surgen en los sistemas complejos relacionados con la sostenibilidad? ¿Cómo pueden ayudarnos herramientas como la modelización o el análisis de redes a simular y comprender cómo se comportan los sistemas complejos en términos de sostenibilidad? ¿Cómo pueden ayudarnos el análisis de escenarios y las pruebas de sensibilidad a evaluar los efectos y resultados imprevistos de las intervenciones en sistemas complejos? ¿Puede compartir formas eficaces de explicar ideas complejas sobre sistemas a distintos grupos de personas?</p>





Aplicación (a quien corresponda)	El pensamiento sistémico es relevante para un amplio abanico de personas y profesionales dedicados al desarrollo sostenible y campos afines. Entre ellos se incluyen consultores medioambientales, responsables políticos, empresarios, educadores, investigadores, organizaciones sin ánimo de lucro y líderes comunitarios. Ayuda a comprender y abordar la interconexión de los sistemas sociales, económicos y medioambientales, permitiendo analizar retos complejos, desarrollar estrategias eficaces y abogar por resultados sostenibles.
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Pensamiento anticipatorio

El pensamiento anticipatorio es una competencia prospectiva que implica prever escenarios futuros y planificar para abordar los posibles retos de la sostenibilidad. Implica predecir los posibles resultados y efectos de las acciones, identificar los riesgos, incertidumbres y oportunidades relacionados con la sostenibilidad y tomar decisiones estratégicas basadas en estas predicciones.

	Intermedio	Avanzado	Experto
Conocimientos	Comprender los principios básicos de sostenibilidad y estar familiarizado con los métodos de predicción y las herramientas de prospectiva.	Conocer de forma profunda las tendencias mundiales en materia de sostenibilidad, técnicas avanzadas de prospectiva y metodologías de planificación estratégica.	Conocer de forma exhaustiva las cuestiones de sostenibilidad global, modelización predictiva, procesos de toma de decisiones estratégicas e influencia de diversos factores en futuros escenarios de sostenibilidad.
Competencias clave	Identificar futuros retos y oportunidades de sostenibilidad; competencias básicas en evaluación de riesgos y planificación estratégica.	Desarrollar y evaluar futuros escenarios de sostenibilidad; aptitudes avanzadas en gestión de riesgos y toma de decisiones estratégicas.	Competencia en modelización predictiva y planificación estratégica; dirigir el desarrollo y la aplicación de estrategias de sostenibilidad basadas en el pensamiento anticipatorio.
Responsabilidad y autonomía	Identificar de forma independiente posibles problemas de sostenibilidad y formular recomendaciones para resolverlos.	Tener responsabilidad para desarrollar y aplicar estrategias de sostenibilidad basadas en el pensamiento anticipatorio; autonomía	Tener responsabilidad para liderar las iniciativas de sostenibilidad de la organización basadas en el pensamiento anticipatorio; alto nivel de autonomía en





Preguntas		en los procesos de toma de decisiones.	la toma de decisiones estratégicas.
	Identificar posibles problemas de sostenibilidad en el futuro y elaborar planes para resolverlos.	Desarrollar y evaluar escenarios futuros de sostenibilidad; gestionar los riesgos asociados a estos escenarios.	Dirigir el desarrollo y la aplicación de estrategias de sostenibilidad en toda la organización basadas en el pensamiento anticipatorio.
Aplicación (a quien corresponda)	El pensamiento anticipatorio es relevante para diversas partes interesadas, como responsables políticos, líderes empresariales, consultores de sostenibilidad, educadores y particulares. Puede aplicarse en distintos ámbitos, como la planificación estratégica, la gestión de riesgos, la educación, la elaboración de políticas y la toma de decisiones personales.		

Agencia normativa			
La agencia normativa como competencia implica ocuparse de las normas y la ética en la promoción de la sostenibilidad. Incluye comprender, navegar e influir en las dimensiones sociales, culturales y éticas de los retos de la sostenibilidad, y actuar en consonancia con los principios y valores de la sostenibilidad. También implica reconocer los dilemas éticos, abogar por enfoques inclusivos y justos y demostrar un comportamiento responsable en contextos personales y profesionales.			
	Intermedio	Avanzado	Experto
Conocimientos	Describir la dimensión ética de la sostenibilidad. Definir la relación entre espíritu empresarial, sostenibilidad y ética.	Enumerar las normas, valores y principios éticos que promueven la sostenibilidad. Reconocer los dilemas éticos que surgen en el proceso de emprendimiento sostenible.	Explicar las dimensiones sociales, culturales y éticas de los retos sostenibles. Identificar el marco normativo y ético que debe seguirse en la iniciativa empresarial sostenible.
Competencias clave	Distinguir un comportamiento responsable en el ámbito personal y profesional. Actuar de acuerdo con los principios y valores de la sostenibilidad.	Demostrar comportamientos responsables y éticos en las etapas empresariales. Integrar las normas, valores y principios éticos que promueven la sostenibilidad.	Aplicar enfoques integradores y equitativos. Revisar la dimensión social, cultural y ética de nuestras acciones.





<p>Responsabilidad y autonomía</p>	<p>Promover las normas, valores y principios éticos de la sostenibilidad en los procesos empresariales.</p>	<p>Evaluar los efectos sociales, culturales y éticos de las acciones empresariales.</p>	<p>Guiar a los equipos y a los individuos para que afronten los dilemas éticos de forma responsable.</p>
<p>Preguntas</p>	<p>¿Cuál es la dimensión ética de la sostenibilidad? ¿Cómo se relacionan el espíritu empresarial, la ética y la sostenibilidad? ¿Cómo puedo actuar de acuerdo con los principios y valores de la sostenibilidad? ¿Cómo puedo promover las normas, valores y principios éticos de la sostenibilidad en los procesos empresariales?</p>	<p>¿Cómo sé si tengo un dilema ético? ¿Qué puedo hacer para integrar normas, valores y principios éticos que promuevan la sostenibilidad? ¿Cómo puedo evaluar los efectos de mis acciones empresariales en términos sociales, culturales y éticos?</p>	<p>¿De qué manera pueden explicarse las dimensiones sociales, culturales y éticas de los retos sostenibles? ¿Cómo puedo identificar un marco normativo y ético a seguir en la iniciativa empresarial sostenible? ¿Qué son los planteamientos integradores y equitativos y cómo puedo aplicarlos y hacerlos realidad? ¿Qué puedo hacer para dirigir equipos de forma responsable cuando me enfrente a dilemas éticos?</p>
<p>Aplicación (a quien corresponda)</p>	<p>La Agencia Normativa es relevante para un amplio abanico de personas y profesionales dedicados al desarrollo sostenible y campos afines. Entre ellos se incluyen consultores de sostenibilidad, responsables políticos, empresarios, educadores, investigadores, organizaciones sin ánimo de lucro y líderes comunitarios. Ayuda a comprender y abordar la interconexión de los sistemas sociales, económicos y medioambientales, permitiendo analizar las complejas interrelaciones de los sistemas sociales, económicos y medioambientales.</p>		

Pensamiento estratégico

La competencia de pensamiento estratégico abarca la capacidad de analizar situaciones complejas, prever tendencias futuras y elaborar planes eficaces a largo plazo para alcanzar metas u objetivos específicos. Implica pensar de forma crítica, considerar múltiples perspectivas y sintetizar la información para tomar decisiones con conocimiento de causa. Los pensadores estratégicos poseen una perspectiva sistémica y holística, lo que les permite comprender el panorama general, identificar oportunidades y superar retos sin dejar de ser adaptables y abiertos al cambio. Sus aptitudes para el análisis estratégico, la resolución de problemas, la toma de decisiones y la comunicación les permiten dar forma a la dirección de una organización e impulsar su éxito en entornos dinámicos.



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	Intermedio	Avanzado	Experto
Conocimientos	<p>Comprender de forma básica el pensamiento estratégico. Poseer conocimientos básicos de las tendencias del sector, las capacidades organizativas y las metodologías de planificación estratégica. Estar familiarizado con las herramientas analíticas básicas y los marcos utilizados en el análisis estratégico.</p>	<p>Poseer un conocimiento exhaustivo de tu sector, incluidas las tendencias emergentes, la dinámica del mercado y el panorama competitivo. Tener un profundo conocimiento de los marcos estratégicos, como el análisis DAFO, las cinco fuerzas de Porter o el análisis PESTEL. Conocer a fondo las últimas investigaciones y perspectivas relacionadas con la gestión estratégica.</p>	<p>Poseer conocimientos amplios y especializados en pensamiento estratégico. Tener un profundo conocimiento de las tendencias específicas del sector y anticipar y navegar por dinámicas de mercado complejas. Poseer amplios conocimientos sobre modelos estratégicos avanzados, metodologías e investigación puntera en este campo. Liderar el pensamiento y dar forma a la dirección estratégica de las organizaciones.</p>
Competencias clave	<p> Demostrar aptitudes básicas de pensamiento estratégico. Analizar y evaluar información, identificar patrones y pensar de forma crítica a la hora de desarrollar estrategias. Resolver problemas y toma de decisiones, lo que permite contribuir a debates e iniciativas estratégicas.</p>	<p>Perfeccionar tus habilidades de pensamiento estratégico. Realizar análisis en profundidad, sintetizar información compleja y evaluar múltiples opciones. Poseer habilidades avanzadas para resolver problemas y desarrollar soluciones creativas e innovadoras. Desarrollar la capacidad de toma de decisiones y sopesar eficazmente riesgos y beneficios.</p>	<p>Tener unas aptitudes excepcionales para el pensamiento estratégico. Poseer un pensamiento crítico avanzado que permite anticipar tendencias, identificar oportunidades ocultas y analizar sistemas complejos. Destacar en la resolución de problemas y abordar retos muy complejos. Tener aptitudes para la toma de decisiones muy refinadas, lo que permite emitir juicios acertados en situaciones complejas y ambiguas.</p>





<p>Responsabilidad y autonomía</p>	<p>Demostrar un nivel básico de responsabilidad y autonomía en el pensamiento estratégico. Contribuir a los debates estratégicos, responsabilizarse de las tareas asignadas y trabajar en colaboración con otros. Solicitar orientación a los altos cargos y seguir los protocolos y directrices establecidos.</p>	<p>Tener un mayor grado de responsabilidad y autonomía. Participar activamente en la planificación estratégica, hacer tuyas las iniciativas y orientar y dirigir a los demás. Tener autoridad para tomar decisiones estratégicas en tus ámbitos de responsabilidad.</p>	<p>Tener un alto nivel de responsabilidad y autonomía en el pensamiento estratégico. Dirigir iniciativas estratégicas, establecer la agenda estratégica y orientar a los altos directivos. Tener autoridad para tomar decisiones críticas que marcan el rumbo de la organización y repercuten significativamente en su éxito.</p>
<p>Preguntas</p>	<p>¿Cómo recopilarias y analizarías los datos de mercado pertinentes para identificar posibles oportunidades y amenazas para tu organización? ¿Qué estrategias emplearías para evaluar los puntos fuertes y débiles de tu organización y tu posición competitiva? ¿Cómo utilizarías marcos estratégicos básicos, como el análisis DAFO, para fundamentar tu proceso de toma de decisiones? ¿Qué medidas tomarías para mantenerte informado sobre las tendencias y novedades del sector que puedan afectar a tu organización en un futuro próximo? ¿Cómo alinearías tus objetivos estratégicos con las nuevas necesidades y demandas de los clientes?</p>	<p>¿Cómo llevarías a cabo un análisis exhaustivo del panorama competitivo, que incluyera el perfil de los competidores y la segmentación del mercado? ¿Qué metodologías o herramientas emplearías para evaluar el impacto potencial de las tendencias del sector en los objetivos estratégicos de tu organización? ¿Cómo identificar y analizar las oportunidades o amenazas emergentes que no son evidentes a primera vista? ¿Cómo desarrollarías una visión a largo plazo y una hoja de ruta estratégica que se alinee con las tendencias y desarrollos futuros previstos? ¿Qué estrategias emplearías para fomentar la innovación y la mejora continua en tu organización?</p>	<p>¿Cómo aprovecharías las técnicas avanzadas de análisis de datos e investigación de mercados para conocer mejor los comportamientos y preferencias de los clientes? ¿Qué métodos o modelos utilizarías para evaluar escenarios empresariales complejos y tomar decisiones estratégicas con conocimiento de causa? ¿Cómo puedes evaluar e incorporar los factores geopolíticos, socioeconómicos y tecnológicos a tu análisis estratégico? ¿Cómo darías forma e influirías activamente en el panorama del sector mediante el liderazgo intelectual y las asociaciones industriales? ¿Qué estrategias aplicarías para fomentar una cultura de innovación continua y trastocar los modelos</p>





<p>Aplicación (a quien corresponda)</p>	<p>¿Cómo puedes anticiparte y prepararte para posibles perturbaciones o cambios en el entorno del mercado?</p>	<p>¿Cómo equilibrar los objetivos a corto plazo con los de sostenibilidad y crecimiento a largo plazo?</p>	<p>empresariales tradicionales? ¿Cómo anticiparse a los retos a largo plazo, como los problemas de sostenibilidad o las tendencias macroeconómicas mundiales?</p>
	<p>La aplicación de la competencia de pensamiento estratégico abarca diversas áreas de actividad y niveles de funciones dentro de una organización. Los pensadores estratégicos son valiosos colaboradores en los procesos de planificación estratégica y toma de decisiones, en los que analizan factores internos y externos, identifican oportunidades y evalúan riesgos. Desempeñan un papel crucial en el establecimiento de la dirección y los objetivos de una organización, alineándolos con su visión y misión. Los pensadores estratégicos también son responsables de seguir las tendencias del sector, anticiparse a los cambios del mercado y desarrollar estrategias innovadoras para mantenerse por delante de la competencia. Sus conocimientos se extienden a áreas como el desarrollo empresarial, la asignación de recursos, la evaluación del rendimiento y la mejora continua. En niveles superiores, los pensadores estratégicos asumen funciones de liderazgo, guiando a la organización a través de transiciones complejas, garantizando la ejecución eficaz de las estrategias y fomentando una cultura de agilidad estratégica e innovación. Colaboran con equipos interfuncionales, implican a las partes interesadas y comunican la visión estratégica para impulsar el éxito de la organización. En general, la aplicación de la competencia de pensamiento estratégico abarca todos los niveles y áreas funcionales de una organización, desempeñando un papel fundamental en la configuración de su crecimiento y sostenibilidad a largo plazo.</p>		

Iniciativa individual		
<p>La iniciativa individual como competencia implica autoconciencia, automotivación, adopción de medidas proactivas e identificación del propio potencial para contribuir a la sostenibilidad. Incluye el reconocimiento de los puntos fuertes personales, el establecimiento de objetivos, la asunción de tareas relacionadas con la sostenibilidad y la adopción de una actitud proactiva y autorreflexiva para avanzar hacia los objetivos de sostenibilidad.</p>		
Intermedio	Avanzado	Experto





<p>Conocimientos</p>	<p>Comprender los principios y conceptos básicos de la sostenibilidad, incluidos los objetivos de desarrollo sostenible, la conservación del medio ambiente y las prácticas responsables.</p> <p>Ser consciente de los problemas de sostenibilidad globales y locales, como el cambio climático, el consumo de agua, etc.</p> <p>Estar familiarizado con las prácticas sostenibles en diferentes sectores, por ejemplo, energía sostenible, economía circular, huella hídrica, etc.</p> <p>Conocer el impacto ecológico personal y cómo el comportamiento individual puede contribuir a la sostenibilidad.</p> <p>Conocer a las partes interesadas en la sostenibilidad</p>	<p>Tener un conocimiento exhaustivo de los complejos retos de la sostenibilidad, sus raíces y su impacto.</p> <p>Tener conocimientos de tecnologías sostenibles innovadoras, tendencias emergentes y mejores prácticas, de diferentes sectores.</p> <p>Conocer los marcos políticos y normativos a escala mundial y local, como las normas, leyes y recomendaciones medioambientales y de sostenibilidad.</p> <p>Tener conocimientos avanzados sobre cómo implicar a las partes interesadas, fomentar la cooperación y movilizar apoyos.</p> <p>Ser consciente de las consideraciones éticas y la responsabilidad social.</p>	<p>Ser capaz de analizar retos de sostenibilidad complejos e identificar posibles soluciones.</p> <p>Tener conocimientos especializados en las últimas investigaciones e innovaciones relacionadas con la sostenibilidad.</p> <p>Ser un experto en Objetivos de Desarrollo Sostenible y ser capaz de alinear las agendas nacionales con iniciativas sostenibles.</p> <p>Ser un experto en política e influir en los responsables de la toma de decisiones para promover la sostenibilidad.</p>
<p>Competencias clave</p>	<p>Establecer objetivos personales sostenibles, específicos y alcanzables.</p> <p>Buscar oportunidades para contribuir a la sostenibilidad.</p> <p>Ser automotivado y gestionar el tiempo eficazmente.</p> <p>Identificar problemas y retos para cumplir objetivos.</p> <p>Reflexionar sobre las acciones realizadas por uno mismo y su efecto en la sostenibilidad.</p> <p>Ser adaptable y aprender de la experiencia.</p>	<p>Planificar y gestionar proyectos de sostenibilidad.</p> <p>Construir redes de partes interesadas.</p> <p>Comunicar eficazmente objetivos.</p> <p>Tomar decisiones estratégicas sostenibles.</p> <p>Considerar el impacto de nuestras acciones a nivel local y global.</p> <p>Tomar decisiones éticas.</p>	<p>Tener dotes de liderazgo y guiar a los equipos.</p> <p>Evaluar el impacto de las medidas adoptadas.</p> <p>Ser un negociador adaptable e influir en los responsables políticos.</p> <p>Anticiparse a los cambios y retos futuros.</p> <p>Establecer asociaciones estratégicas con las partes interesadas.</p> <p>Ser resistente y adaptable.</p>





<p>Responsabilidad y autonomía</p>	<p>Ser capaz de trabajar de forma independiente en iniciativas y asumir la responsabilidad de las tareas. Actuar de forma proactiva. Solicitar la orientación de expertos.</p>	<p>Asumir la responsabilidad de un proyecto y guiar a otros miembros del equipo. Gestionar problemas complejos relacionados con un proyecto. Aprovechar la tecnología innovadora. Invertir en tu desarrollo profesional y en tus conocimientos. Facilitar un taller sobre sostenibilidad.</p>	<p>Ser un mentor y guiar a otros en la sostenibilidad. Desarrollar un plan estratégico de sostenibilidad. Ser un líder e influir en los responsables políticos. Ser asesor de sostenibilidad. Colaborar con los responsables políticos.</p>
<p>Preguntas</p>	<p>¿Qué prácticas o iniciativas sostenibles puedo aplicar? ¿Cómo puedo priorizar las tareas? ¿Qué pasos debo dar para cumplir los objetivos de sostenibilidad?</p>	<p>¿Cómo puedo atraer y colaborar con las partes interesadas en iniciativas de sostenibilidad? ¿Cómo puedo aportar innovación para abordar los problemas de sostenibilidad? ¿Cómo generar impacto con mi iniciativa?</p>	<p>¿Cómo prevés los resultados futuros de tu iniciativa? ¿Cuáles son mis buenos ejemplos que puedo compartir con otras personas? ¿Qué decisiones complejas he tomado?</p>
<p>Aplicación (a quien corresponda)</p>	<ul style="list-style-type: none"> • Profesionales como gestores de sostenibilidad, consultores medioambientales y profesionales que trabajan en organizaciones ecológicas. Esta competencia puede ayudarles a planificar y gestionar proyectos e iniciativas de sostenibilidad innovadores. • Empresarios y propietarios de PYME que quieran incorporar la sostenibilidad a sus organizaciones. La iniciativa individual puede ayudarles a identificar y aplicar prácticas y soluciones sostenibles. • Educadores, profesores y formadores, que pueden ayudar a los estudiantes a desarrollar sus propias competencias en sostenibilidad y ayudarles a construir una mentalidad verde. • Los responsables políticos que trabajan en temas relacionados con la sostenibilidad pueden aplicar la iniciativa individual para promover y liderar cambios políticos sostenibles. • Los estudiantes pueden desarrollar iniciativas individuales para participar activamente en proyectos y actividades relacionados con la sostenibilidad. • Organizaciones sin ánimo de lucro centradas en la sostenibilidad. 		





Acción interpersonal

La competencia de acción interpersonal se refiere a la capacidad de un individuo para participar en interacciones sociales eficaces y significativas que promuevan prácticas y valores sostenibles. Implica la capacidad de comunicarse y colaborar con los demás, crear asociaciones e influir en el comportamiento para obtener resultados sostenibles. Requiere comprender y abordar las dimensiones social, económica y medioambiental de la sostenibilidad, fomentando al mismo tiempo un sentido de responsabilidad colectiva y capacitación para impulsar un cambio positivo.

	Intermedio	Avanzado	Experto
Conocimientos	<p>Reconocer los conceptos clave de sostenibilidad y sus implicaciones sociales.</p> <p>Comprender la importancia de una comunicación eficaz para fomentar la concienciación sobre la sostenibilidad.</p> <p>Describir los principios y estrategias de una comunicación eficaz para promover prácticas sostenibles e implicar a las partes interesadas.</p>	<p>Describir los complejos retos de la sostenibilidad desde diversas perspectivas.</p> <p>Seleccionar técnicas de comunicación para implicar a las partes interesadas en los debates sobre sostenibilidad.</p> <p>Reconocer perspectivas holísticas para promover soluciones sostenibles globales.</p>	<p>Definir nuevos enfoques para fomentar un cambio de comportamiento sostenible a través de la comunicación.</p> <p>Reflexionar sobre conceptos avanzados de sostenibilidad, tendencias emergentes y soluciones innovadoras.</p> <p>Desplegar iniciativas de sostenibilidad en las que participen diversas partes interesadas.</p>
Competencias clave	<p>Identificar estrategias de comunicación sostenibles para atraer a públicos diversos</p> <p>Utilizar la escucha activa y técnicas de comunicación eficaces para participar en debates sobre sostenibilidad.</p>	<p>Diseñar planes integrales de comunicación sobre sostenibilidad para lograr un impacto específico.</p> <p>Aplicar habilidades de facilitación y negociación para fomentar la colaboración en iniciativas de sostenibilidad.</p>	<p>Planificar y aplicar talleres de sostenibilidad transformadora para diversas audiencias globales.</p> <p>Demostrar una gran capacidad de liderazgo e influencia para impulsar el cambio sistémico y movilizar a las comunidades hacia acciones sostenibles.</p>





<p>Responsabilidad y autonomía</p>	<p>Mostrar conciencia de las prácticas sostenibles incorporándolas a las prácticas personales. Colaborar buscando activamente oportunidades para trabajar con otros en pos de soluciones sostenibles. Practicar una gestión responsable de los recursos para ajustarse a los principios de sostenibilidad.</p>	<p>Integrar las consideraciones de sostenibilidad en los marcos de decisión personales y profesionales. Negociar eficazmente para influir en las partes interesadas con vistas a una toma de decisiones sostenible. Guiar a equipos o comunidades hacia objetivos sostenibles.</p>	<p>Abogar por un cambio sistémico influyendo en las políticas alineadas con los objetivos de sostenibilidad. Influir en el cambio de comportamiento, motivando y capacitando a individuos y comunidades para impulsar un cambio positivo significativo hacia los objetivos de sostenibilidad.</p>
<p>Preguntas</p>	<p>¿Cómo puedo mejorar mi capacidad de escucha activa para comprender mejor los puntos de vista de los demás en las interacciones interpersonales? ¿Qué estrategias puedo emplear para comunicar eficazmente conceptos e iniciativas de sostenibilidad a distintos públicos? ¿Cómo puedo sortear y resolver los conflictos que puedan surgir al trabajar en colaboración en proyectos de sostenibilidad?</p>	<p>¿Cómo puedo aprovechar mis habilidades interpersonales para crear asociaciones y colaboraciones sólidas entre distintos sectores con el fin de lograr iniciativas de sostenibilidad más impactantes? ¿Cómo puedo aplicar la empatía y la sensibilidad cultural para salvar diferencias y fomentar la inclusión en los esfuerzos de sostenibilidad? ¿De qué manera puedo implicar y comprometer activamente a las partes interesadas en los procesos de toma de decisiones para garantizar que sus voces son escuchadas y valoradas en los proyectos de sostenibilidad?</p>	<p>¿Cómo puedo liderar e inspirar a los equipos para que adopten la sostenibilidad como valor fundamental y la integren en sus acciones y toma de decisiones cotidianas? ¿Cómo puedo influir y movilizar a comunidades u organizaciones más amplias hacia prácticas sostenibles mediante una comunicación interpersonal eficaz y una defensa estratégica? ¿Qué enfoques puedo adoptar para orientar y capacitar a los líderes emergentes en sostenibilidad, fomentar sus competencias interpersonales e impulsar sus propias iniciativas de impacto?</p>





**Aplicación
(a quien
corresponda)**

Independientemente de su trabajo o área de actividad, un amplio abanico de personas implicadas en el desarrollo sostenible puede beneficiarse de esta competencia:

- Profesionales de la sostenibilidad, como gestores, coordinadores o consultores de sostenibilidad, para comunicar eficazmente los objetivos de sostenibilidad, implicar a las partes interesadas e impulsar la colaboración en prácticas sostenibles.
- Educadores y formadores para implicar eficazmente a los alumnos, facilitar los debates e inspirar cambios de comportamiento hacia prácticas sostenibles.
- Líderes empresariales y directivos para implicar a los empleados, comunicar estrategias de sostenibilidad y fomentar una cultura de sostenibilidad en sus equipos y en toda la organización.
- Los responsables políticos deben implicar a las partes interesadas, negociar cambios políticos y fomentar la colaboración para afrontar los retos de la sostenibilidad a escala regional, nacional e internacional.
- Líderes comunitarios para movilizar a los miembros de la comunidad, facilitar el diálogo y capacitar a otros para actuar en favor del desarrollo sostenible a nivel público.

