



✓ Urgent Up-Skilling

## Digital and Sustainability train the trainers



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# Digital and sustainability train the trainers

*Communicating Sustainability and  
Innovation*



✓ Urgent Up-Skilling

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**BADGEBOX**

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**January 22, 2025**

# Agenda

1. Organizational Innovation
2. Sustainability and Change
3. Sharing an Organizational Framework: The RACI Matrix
4. Role-Play: Spreading a new Change Mess



# Organizational Innovation

From a **COMMAND**  
and **CONTROL** model...



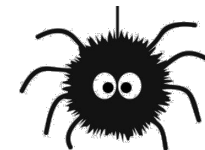
... to a model of  
**AUTONOMY**  
**AND**  
**RESPONSIBILITY**

**But what does it imply?**

## Organizational Innovation

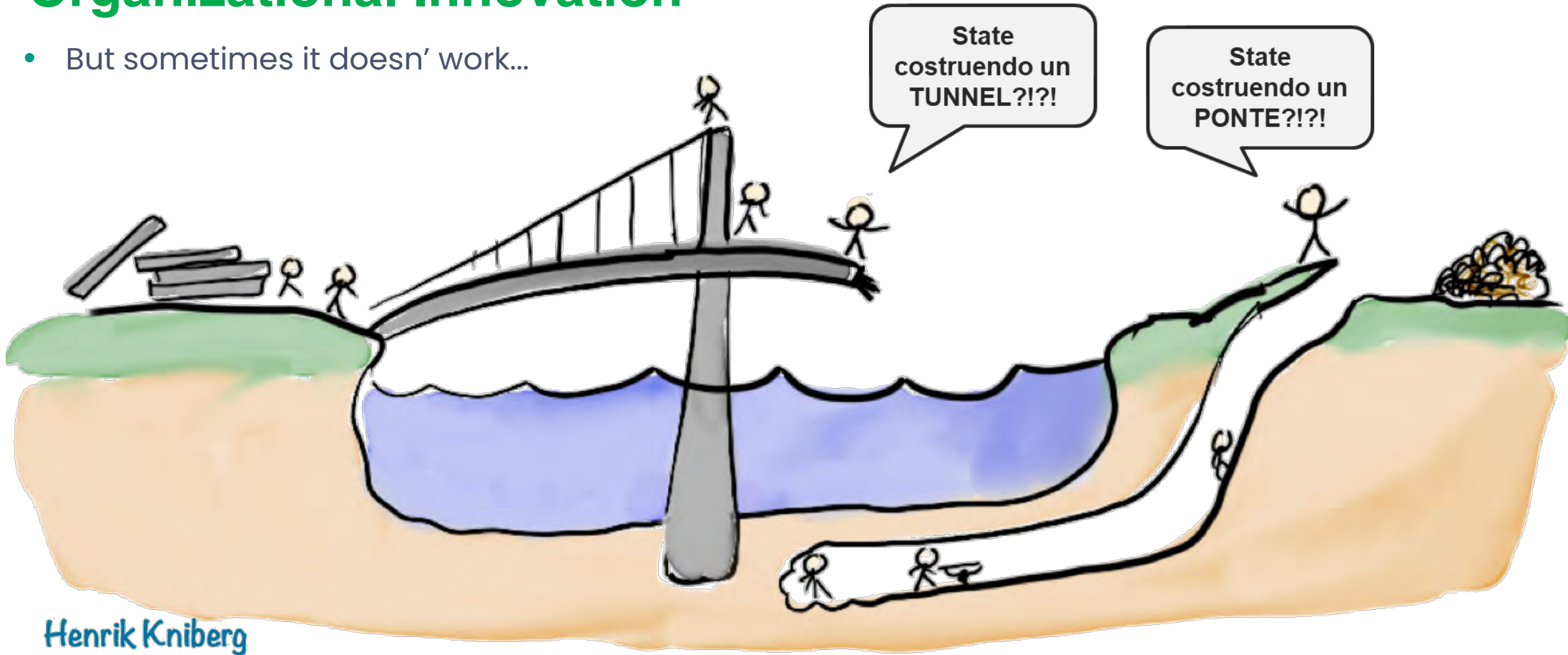
- Being able to self-determine your goals so that they **integrate** with and promote the **achievement** of team and **company objectives**.
- Identifying the best actions and timings to achieve goals, continuously evaluating and monitoring them, and understanding any necessary **corrective actions**.
- Ensuring the continuous integration of value generated with that created by colleagues, both individually and as a team, through ongoing **feedback and support**.

***"With great  
power comes  
great  
responsibility."***



# Organizational Innovation

- But sometimes it doesn't work...



Henrik Kniberg

## Sustainability and Change

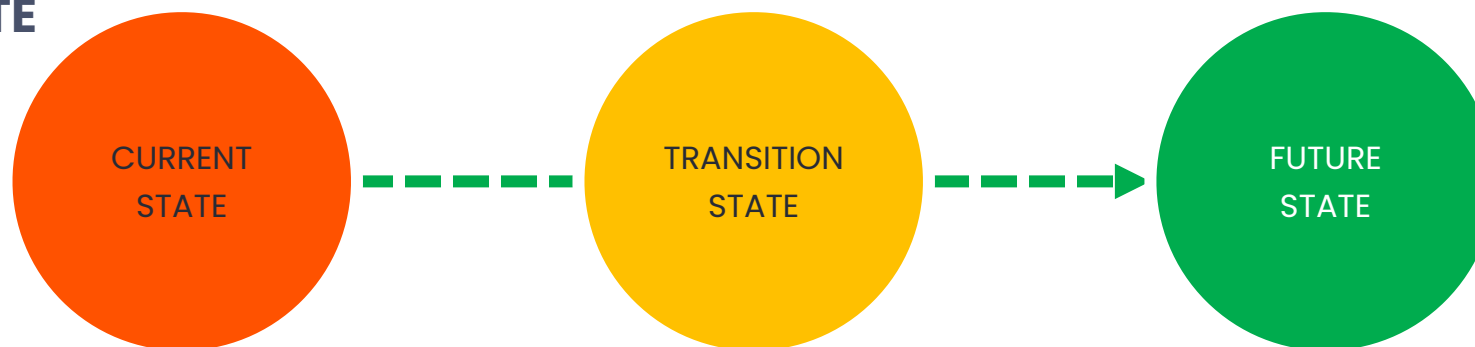
- Sustainability is a very broad concept that includes many activities and analyses companies are already conducting.
- The novelty, the change, lies mainly in two key aspects:
- The increased importance many aspects have today compared to the past, such as the focus on the environmental and social impact of our daily activities.
- A systemic vision of the organization and the people within it, who are called to think and implement new behaviors and solutions

# Sustainability and Change

Like all changes, sustainability-related change must also be supported through a complex set of processes, tools, and techniques to manage and facilitate the transition from a people perspective, in order to achieve the set business goals.

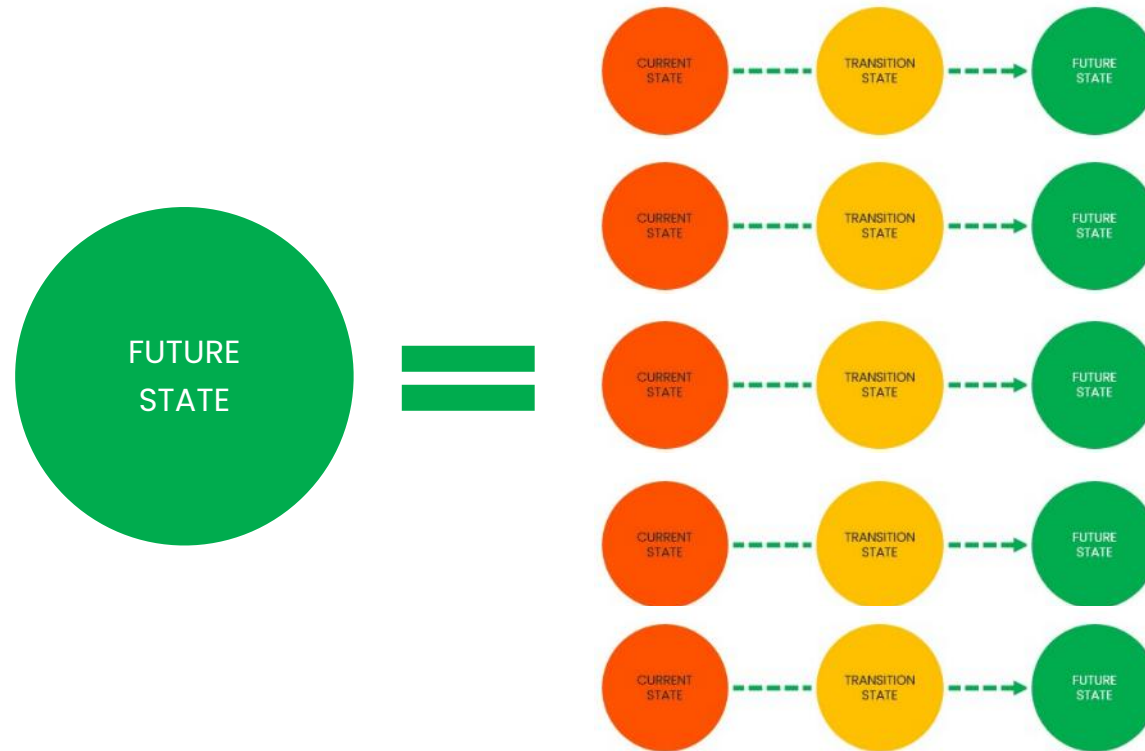
Organizational change can be represented as the transition between three stages:

- **CURRENT STATE**
- **TRANSITION STATE**
- **FUTURE STATE**



# Sustainability and Change

But in reality...The future state of the organization is, in fact, the sum of the future states of the many individuals who comprise it.



# Resistance to Change

Fears of losing:

- Jobs
- Status
- Privileges
- Control

The need to learn new tools and skills

Leaving the “comfort zone”



# Facilitating Change – The ADKAR Model

The ADKAR model describes the phases an individual goes through when managing change

## The 5 fundamentals of successful change:

- 1. Awareness:** Awareness of the need to change.
- 2. Desire:** Desire to participate in and support the change.
- 3. Knowledge:** Knowledge of how to change.
- 4. Ability:** Ability to exercise skills and behaviors.
- 5. Reinforcement:** Support for sustaining the change.

# Sharing an Organizational Framework: The RACI Matrix

**R**esponsible

**A**ccountable

**C**onsulted

**I**nformed

Project Activity	Person A	Person B	Person C	Person D
Task 1	C	R	R	A
Task 2	C	A	R	I
Task 3	A	C	R	C
Task 3	A	C	I	R
Task 3	R	R	A	C
Task 4	A	I	C	R

## Role-Play: Spreading a New Change Mess

**Role-play:** diffondere un nuovo messaggio di cambiamento.

**Objective:** Simulate a real-life situation where a facilitator must present a new company project/direction to a group of potentially skeptical colleagues.

**Method:** Each subgroup receives a scenario. One or more participants act as the “facilitator,” while the others play colleagues with various objections (doubt, protest, disinterest, etc.).

**Debrief:** Analyze what worked well and the difficulties encountered.



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# Thank you for your time

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