



## 2 Teacher's notes – Volume 2 – Team, policy and motivation

Volume 2 – Team, policy and motivation – deals with the environmental team building process, the development of an environmental programme as well as with the motivation of employees and the definition of an environmental policy. In addition, it builds on the content of Volume 1 by further developing the CP idea with an emphasis on the organizational part of CP. It is designed for trainers, who teach consultants or trainers.

The teacher's notes provide comments on the **training activities (workshops)**.

The background material can be used as described below.

Use of the background material Team, policy and motivation	
Material	Comment
<b>Textbook</b>	The textbook provides the basic background information. The trainer should be familiar with the subject before starting the training or workshop. The textbook itself can be distributed as training material to the participants.
<b>Examples</b>	<p>This part includes practical examples for:</p> <ul style="list-style-type: none"> <li>• <b>Planning an information event;</b></li> <li>• <b>Holding a contracting meeting;</b></li> <li>• <b>Setting up an environmental team;</b></li> <li>• <b>Comparing two environmental policies based on the guidelines.</b></li> </ul> <p>Furthermore, it comprises two examples of environmental teams, one in a brewery and another in a machine building company, providing detailed information on the teams' self-understanding as well as on their members, tasks and functions.</p>
<b>Exercises</b>	<p>Four exercises illustrate the practical application of this topic. The exercises are mostly designed for group work, but can also be used as individual exercises.</p> <ul style="list-style-type: none"> <li>- <b>Planning an information event:</b> This exercise is designed as group work to be carried out simultaneously by two to three groups (depending on the number of participants). A group should not comprise more than five persons. Each group needs a flipchart and pens.</li> <li>- <b>The NASA game:</b> This exercise is first carried out individually and only in a second round in two or three teams. The point of this exercise is to compare the individual result to the result achieved by the team, thus highlighting the advantages of team work.</li> <li>- <b>Contracting meeting:</b> A classical role play which is essential for the practical work in companies. It deals with obtaining the necessary resources both in terms of time and money from the management. The aim is to "contract" these resources with the management. The funny part of this game is the role of the management, who is often interpreted by the "actors" as very severe!</li> <li>- <b>Environmental policy:</b> Another group work activity to be carried out after the theoretical information about the definition of a successful environmental policy. The two to three groups get two different policies at a time and have to compare and evaluate them using some previously provided guideline questions. This provides another important link to practice.</li> </ul>



Use of the background material Team, policy and motivation	
Material	Comment
<b>Slides</b>	The slides are divided into two presentations, the first part focusing on the organizational part of a CP project, setting up the environmental team and providing general input on the motivation of employees. The second part is dedicated to the adequate formulation of an environmental policy. The slides should be completed by own charts, experiences or examples of effective environmental teams.
<b>Worksheets</b>	<p>The worksheets follow a consistent thread in view of setting up the organizational structures of a CP project. As an example, the worksheets are filled in with the case study of a brewery.</p> <p>The worksheets deal with the following topics:</p> <ul style="list-style-type: none"> <li>- <i>Planning an information event</i> (Worksheet 2-1);</li> <li>- <i>Members of the environmental team</i> (Worksheet 2-2);</li> <li>- <i>First meeting of the environmental team</i> (Worksheet 2-3);</li> <li>- <i>Our environmental situation at project start</i> (Worksheet 2-4): it is recommended to use this worksheet at the first meeting of the environmental team. At first it should be completed by each team member, then in the course of a discussion process by the whole team.</li> <li>- <i>Analysis of strengths/weaknesses</i> (Worksheets 2-5a and 2-5b): kick-off for the first environmental programme;</li> <li>- <i>Content of an environmental policy – thematic focuses</i> (Worksheet 2-6).</li> <li>- <i>Idea pool</i> (Worksheet 2-7).</li> </ul> <p>The worksheets can also be opened as <i>doc.files</i>.</p>
<b>Checklists</b>	The checklists help the trainer to prepare the workshop and to start the company work. They include tips on how to foster employee motivation and what should be considered when defining an environmental policy. Thus the main topics of Volume 2 are entirely covered.
<b>Questions</b>	<p>The questions check the participants' understanding of the information covered during the training course or workshop. Most of the information is included in the textbook, therefore links to the textbook are provided. The trainer can decide if and how he checks the participants' knowledge and if he wishes to use these questions.</p> <p>In addition, the questions can be used as a quick self-check for the trainer.</p>

### Training course/workshop

The participants of a workshop or training course on "Team, policy and motivation" are consultants or trainers.

The following table shows an example schedule of a one-day workshop which is designed as part of a series of workshops. This schedule has proved to be efficient with different target groups.

The second table comprises the suggested materials, learning objectives and success indicators for the different teaching units.



## Teacher's notes 2 – Team, policy and motivation

Example schedule for a training course/workshop "Team, policy, motivation"				
Topic	Content	Time	Min.	Method
<b>Welcome</b>		<b>9.00</b>	<b>10</b>	
	Welcome of the participants		5	All
	Programme of the day, organizational matters		5	All, flipchart
<b>Feedback</b>		<b>9.10</b>	<b>20</b>	
	Feedback from the participants regarding experience from the previous workshops and/or company work		20	All
<b>Introduction to the organizational parts of a CP-project</b>		<b>9.30</b>	<b>40</b>	
	Structural framework for a CP project: necessity to include all company levels			Trainer: presentation with slides (video beamer)
	Arguments for a CP project			All, flipchart
	How to integrate employees into a CP project: conditions for cooperation, obstacles			Presentation <a href="#">slides</a>
<b>Group work</b>		<b>10.10</b>	<b>30</b>	
	Planning of an information event ( <a href="#">Exercise 1</a> )		30	Group work on flipchart/presentation
<b>Coffee break</b>		<b>10.40</b>	<b>20</b>	
<b>Environmental team</b>		<b>11.00</b>	<b>40</b>	
	Why an environmental team? How to set it up? Which members, which name?		40	Presentation by the trainer. Ask participants, if they have already a team, who they would integrate, etc.
	Organization of first and next meetings.			
	Tasks of an environmental team			
<b>Group work</b>		<b>11.40</b>	<b>35</b>	
	Contracting meeting ( <a href="#">Exercise 3</a> )		35	Group work
<b>Lunch</b>		<b>12.15</b>	<b>75</b>	
<b>Wake-up game</b>		<b>13.30</b>	<b>10</b>	
	Description in the Examples section.			All, stand up and form a circle
<b>Motivation of employees</b>		<b>13.40</b>	<b>25</b>	
	General idea on motivation, how to motivate employees to participate in a CP project			Presentation of trainer and questions on experience of participants
<b>Group work</b>		<b>14.05</b>	<b>40</b>	
	The NASA game ( <a href="#">Exercise 2</a> )		40	Individual work first round, group work second round, evaluation at the overhead
<b>Break</b>		<b>14.45</b>	<b>30</b>	
<b>Environmental policy</b>		<b>15.15</b>	<b>30</b>	
	Content of an environmental policy, what constitutes a successful policy? Difference between policy and programme.		45	Presentation by the trainer: slides; explanation of group work: flipchart
<b>Exercise: comparison of different envn. policies</b>		<b>15.45</b>	<b>45</b>	
	Evaluating different environmental policies ( <a href="#">Exercise 4</a> )			Group work and presentation on flipchart
<b>Discussion, continuation</b>		<b>16.30</b>	<b>30</b>	
	Discussion and summary of topic of the day, continuation of the work, explanation of training material and worksheets, homework		30	Plenary discussion
<b>End</b>		<b>17.00</b>		



Explanation of the topics of the training course	
Topic	Materials/learning objectives/success indicators
Introduction to the organizational parts of a CP project	<p><i>Material:</i></p> <ul style="list-style-type: none"> <li>- <a href="#">Slides</a> stressing the necessary integration of the management;</li> <li>- <a href="#">Textbook</a> of Volume 2.</li> </ul> <p><i>Learning objectives:</i></p> <ul style="list-style-type: none"> <li>- Make the participants reflect together on the benefits of a CP project (collect the pros for management and workers on the flipchart);</li> <li>- Learn to define the incentives for the participation of other employees in a CP project;</li> <li>- How to react to the difficulties they will meet (obstacles and idea killers).</li> </ul> <p><i>Success indicator:</i></p> <ul style="list-style-type: none"> <li>- Participants are able to advance some good arguments for and benefits from a CP project, they are prepared to meet "reluctance", they have some ideas for motivating other employees to take part in CP.</li> </ul>
Group work	<p><i>Material:</i></p> <ul style="list-style-type: none"> <li>- <a href="#">Worksheet 2-1</a>.</li> </ul> <p><i>Learning objectives:</i></p> <ul style="list-style-type: none"> <li>- Think about information channels in the company;</li> <li>- How to help the employees to better understand the concept of CP;</li> <li>- Methods for motivation to co-operate (idea competitions).</li> </ul> <p><i>Success indicators:</i></p> <ul style="list-style-type: none"> <li>- The participants have a clear vision of CP principles and benefits and can communicate them;</li> <li>- Test run for an information event.</li> </ul>
Environmental team	<p><i>Material:</i></p> <ul style="list-style-type: none"> <li>- <a href="#">Textbook</a>, <a href="#">slides</a> and <a href="#">examples</a> of Volume 2;</li> <li>- Own examples.</li> </ul> <p><i>Learning objective:</i></p> <ul style="list-style-type: none"> <li>- Understand the necessity of working together as a team, environmental programme.</li> </ul> <p><i>Success indicators:</i></p> <ul style="list-style-type: none"> <li>- The participants know how to set up a team and who to integrate;</li> <li>- Clear vision of first and next team meetings.</li> </ul>
Exercise: Contracting meeting	<p><i>Material:</i></p> <ul style="list-style-type: none"> <li>- <a href="#">Exercise 3</a> and <a href="#">examples</a> of Volume 2.</li> </ul> <p><i>Learning objective:</i></p> <ul style="list-style-type: none"> <li>- Use the role play as preparation for a company meeting.</li> </ul> <p><i>Success indicator:</i></p> <ul style="list-style-type: none"> <li>- Know which resources to request from the management.</li> </ul>
Motivation of employees	<p><i>Material:</i></p> <ul style="list-style-type: none"> <li>- <a href="#">Slides</a> and <a href="#">textbook</a> of Volume 2.</li> </ul> <p><i>Learning objective:</i></p> <ul style="list-style-type: none"> <li>- Get an idea of motivation in general and more knowledge about means of motivation.</li> </ul> <p><i>Success indicator:</i></p> <ul style="list-style-type: none"> <li>- The participants recognize the importance of employee motivation for a successful CP project.</li> </ul>
Group work: The NASA game	<p><i>Material:</i></p> <ul style="list-style-type: none"> <li>- <a href="#">Exercise 2</a> of Volume 2.</li> </ul> <p><i>Learning objective:</i></p> <ul style="list-style-type: none"> <li>- Working together leads to better results than working alone.</li> </ul> <p><i>Success indicator:</i></p> <ul style="list-style-type: none"> <li>- Participants now fully understand the importance of an environmental team.</li> </ul>



Explanation of the topics of the training course	
Topic	Materials/learning objectives/success indicators
Environmental policy	<p><i>Material:</i></p> <ul style="list-style-type: none"><li>- <a href="#">Textbook</a>, <a href="#">Exercise 4</a>, <a href="#">examples</a> and <a href="#">Worksheet 2-6</a> of Volume 2</li></ul> <p><i>Learning objectives:</i></p> <ul style="list-style-type: none"><li>- Learning about the content of an environmental policy and what constitutes a successful policy;</li><li>- Difference between policy and programme;</li></ul> <p><i>Success indicator:</i></p> <ul style="list-style-type: none"><li>- Participants know the elements of an environmental policy.</li></ul>
Exercise: Environmental policy	<p><i>Material:</i></p> <ul style="list-style-type: none"><li>- <a href="#">Exercise 4</a>, <a href="#">examples</a> and <a href="#">worksheet 2-6</a> of Volume 2.</li></ul> <p><i>Learning objectives:</i></p> <ul style="list-style-type: none"><li>- Understand what constitutes a successful environmental policy;</li><li>- Evaluate a policy according to some guiding questions.</li></ul> <p><i>Success indicator:</i></p> <ul style="list-style-type: none"><li>- Participants know how to formulate a successful environmental policy.</li></ul>