

GREEN MANAGER PROFILE, COMPETENCIES & ROLE

MODULE N°1 GREEN LABS



Co-funded by the
Erasmus+ Programme
of the European Union



OBJECTIVES & LEARNING BLOCKS

1. Introducing the professional profile of the GIM (p4)
2. Defining the role of the Green Manager as ambassador of green and circular transition (p11)
3. Describing the role of the green manager as a facilitator within a living lab (p23)
4. Identifying career and placement opportunities for the green manager (p59)

THE PROJECT

GREEN LABS PROJECT-INTERNATIONAL LIVING LABS NETWORK FOR GREEN INNOVATION PROJECT

- **GREEN LABS** is a European **Erasmus+ project** aimed at supporting the **green transition** by strengthening innovation and sustainability in **vocational education and training (VET)**.
- The project develops a **European network of local "living labs"** where stakeholders collaborate to design and test **territorial initiatives for ecological and circular transition**.
- It introduces a new professional profile - **Green Innovation Managers (GIM)** - trained to facilitate innovation processes and support sustainable projects in local ecosystems.
- The project also creates a **digital platform and support services** to connect labs, share knowledge, and enable cooperation among partners and stakeholders across Europe.



« 1. INTRODUCING THE PROFESSIONAL PROFILE OF THE GIM »



THE GREEN MANAGER AS AGENT OF CHANGE TOWARD THE GREEN TRANSITION

We are living through one of the most significant economic and environmental transformations in modern history. The shift toward a green and circular economy is reshaping industries, communities, and professional roles across Europe and globally. To facilitate this transition, a new educational profile was identified: **Green Innovation Manager – the GIM.**

But what does it mean to be an **agent of change**? And why does this transition need a dedicated professional to lead it at the local level?



WHAT IS THE GREEN TRANSITION?

The green transition refers to the systemic shift from carbon-intensive, resource-depleting models of production and consumption toward circular, low-carbon, and regenerative alternatives. This transition is driven by:

EU Policy Frameworks

Including [The European Green Deal](#), the [Circular Economy Action Plan](#), and the [European Climate Law](#), which set binding targets for carbon neutrality by 2050.

Global Commitments

Under the [Paris Agreement](#) and the [UN Sustainable Development Goals](#) (SDGs), particularly SDG 11 (Sustainable Cities) and SDG 13 (Climate Action).

Stakeholders' engagement

Communities across Europe are driving demand for cleaner environments, energy sovereignty, and sustainable spaces. Stakeholder engagement in Living Labs translates this *glocal* commitment into practice – bridging global sustainability goals with locally rooted, co-designed action.

Economic Opportunity

The green economy is projected to generate millions of new jobs in Europe by 2030.

The EU Green Deal

A set of European Commission policy initiatives launched in 2019 with the goal of making Europe the first climate-neutral continent by 2050. It covers energy, transport, food, industry, and biodiversity, and is the primary policy driver for GIM professional demand.

It is more than technology

The green transition is not just a technical or technological shift – it is **social, political, and cultural**. It requires changing behaviours, redesigning supply chains, building new coalitions between private actors and public institutions, and engaging citizens in local action. This is precisely where the GIM becomes essential.



[Read More](#)



LEARN MORE

Self-Learning

THE EUROPEAN GREEN DEAL EXPLAINED

This official European Commission video presents the European Green Deal – the policy framework that is the primary driver of demand for Green Innovation Managers across Europe. It explains the key goals (climate neutrality by 2050), the sectors involved (energy, transport, food, industry, buildings), and the social dimension of the transition, including the 'Just Transition' mechanism ensuring no community is left behind.



Click to watch
the video

While you watch – focus on:

- How the Green Deal defines the scale and urgency of the transition.
- Which sectors and communities are most affected.
- What role local actors – communities, businesses, municipalities – are expected to play.
- Any reference to skills, professionals, or facilitators needed to deliver the transition.



LEARN MORE

Self-Learning

"A JUST AND FAIR TRANSITION, LEAVING NO ONE BEHIND"

Explore the publication "A just and fair transition, leaving no one behind", developed by the Green Deal Projects Support Office, which focuses on the social dimension of the green transition.

It highlights the importance of ensuring that sustainability efforts are inclusive and equitable, addressing the needs of vulnerable groups and reducing inequalities during the transition process. The publication also provides guidance on how to design and implement actions that balance environmental goals with social fairness, ensuring that no community or stakeholder is left behind.

Click in the
image to read
the full article



Key points to reflect as you read:

- How the transition highlights the role of local actors in supporting vulnerable groups and ensuring inclusive change.
- What makes effective approaches work, especially participation, co-creation, and bottom-up initiatives.

WHO IS THE GREEN INNOVATION MANAGER (GIM)?

The GIM is a professional trained to operate at the intersection of **sustainability, community development, and organizational facilitation**. The GIM is neither an environmental engineer nor a policy officer – it is a connector, a translator, and an activator.

Green Managers are professionals able to engage all relevant local stakeholders, private and public, playing a role in the transition to sustainable communities. They facilitate dialogue between stakeholders to identify spaces for joint initiatives that boost the circular transition of territories.

Three metaphors help capture the GIM's position in the transition:

Bridge Builder



Links stakeholders across sectors and scales – municipalities, businesses, NGOs, residents, and research institutions – who would not otherwise work together.

Coordinator



Bridges the gap between complex EU policy and local reality; makes abstract sustainability targets tangible and actionable for communities.

Ambassador



Moves co-designed ideas into real projects: mobilising resources, coordinating teams, launching pilots, and measuring outcomes.

WHY COMMUNITIES NEED GIMS?

The green transition cannot succeed as a top-down policy mandate. It needs to be **rooted in local realities** – in the specific economic sectors, cultural patterns, natural resources, and social dynamics of each territory.

GIMs create this rooting. They are the professionals who:

- Know their territory's strengths and vulnerabilities.
- Design green initiatives that are economically viable and culturally appropriate.
- Build trust with local actors through ongoing presence and relationship.
- Connect local projects to European networks, funding, and knowledge (the 'glocal' dimension).

Reflection

Think about your own community. Which primary challenges do you see at your community level?

Take a piece of paper and try to brainstorm, naming at least 3 challenges.



Scan QR Code



[Community Challenge Mapping - Lavagna online](#)

« 2. *DEFINING THE ROLE OF THE GREEN MANAGER AS AMBASSADOR OF GREEN AND CIRCULAR TRANSITION* »»



MAPPING KEY COMPETENCIES OF A GREEN MANAGER

The GIM professional profile within the framework of Green Labs Project was designed through a co-creation process involving training experts, employers, and practitioners across Europe. The GIM operates at **EQF Level 5** – a specialized level requiring the ability to apply knowledge and skills in complex, unpredictable contexts, with significant personal responsibility and autonomy.

— Level 5 - learning outcomes

Knowledge	Skills	Responsibility and autonomy
Comprehensive, specialised, factual and theoretical knowledge within a field of work or study and an awareness of the boundaries of that knowledge	A comprehensive range of cognitive and practical skills required to develop creative solutions to abstract problems	Exercise management and supervision in contexts of work or study activities where there is unpredictable change; review and develop performance of self and others

Reflection

Based on what you know about the GIM role – and your own professional experience – what competencies do you think a Green Innovation Manager needs? Write one competency per post-it and place it in the category where it belongs.

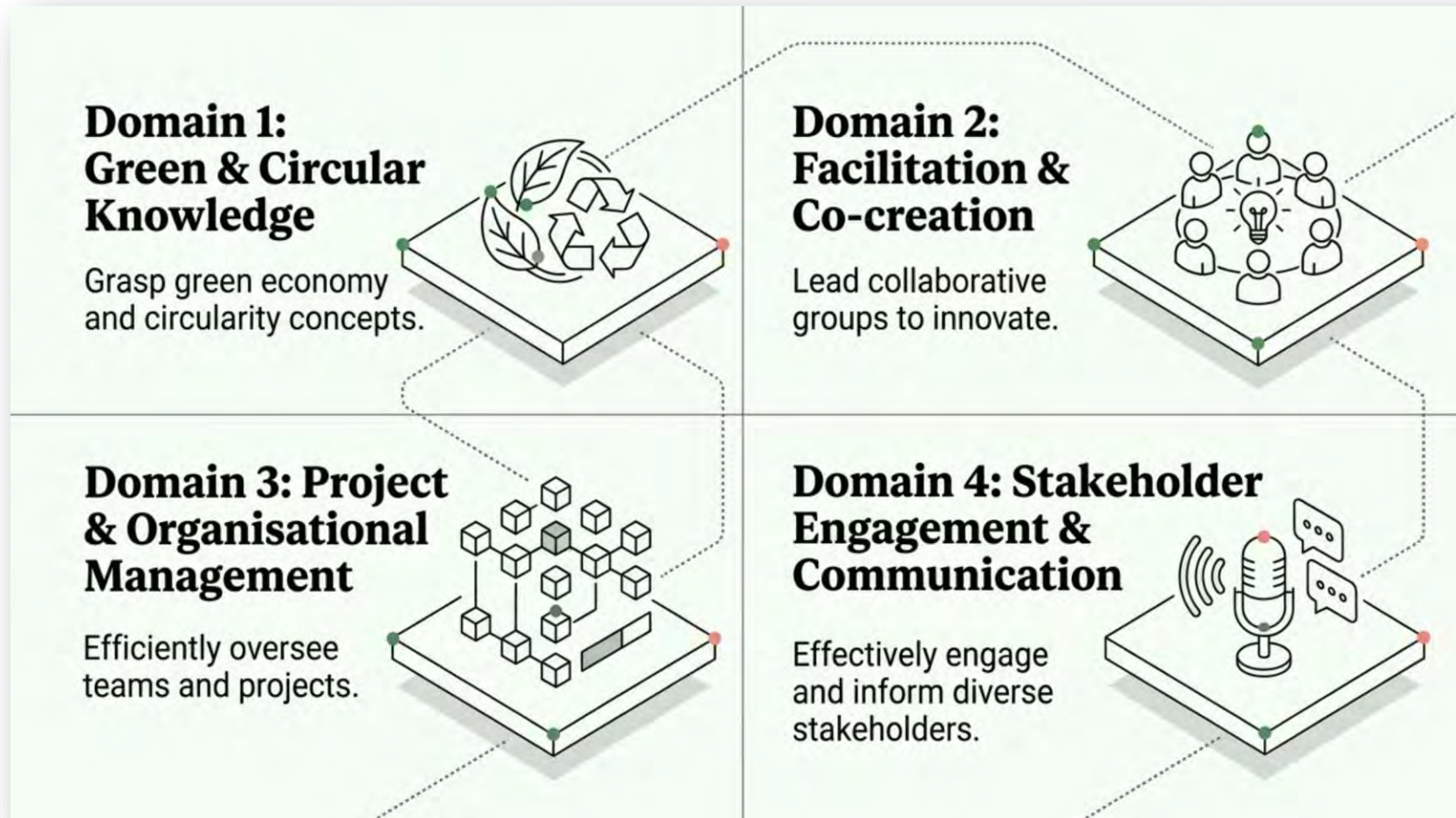


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THE GIM SKILLS PROFILE: FOUR COMPETENCY DOMAINS

The GIM's competency profile is organised around four interconnected domains. Together, they form the capacity to lead green transition processes from the community level upward.



DOMAIN 1 – GREEN & CIRCULAR KNOWLEDGE

EU & Sustainability Frameworks

Understanding of the EU Green Deal, Circular Economy principles, and key sustainability frameworks.

Green Technologies

Knowledge of green technologies applicable at community and company level (energy, water, waste, mobility).

Waste & Raw Materials

Familiarity with secondary raw materials, waste valorisation, and end-of-waste criteria.

Environmental Legislation

Ability to interpret and apply EU and national environmental legislation.

Continuous Learning

Capacity to stay updated on green innovation and circular economy developments.

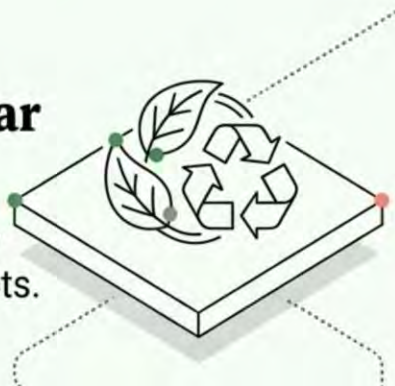




LEARN MORE

Domain 1: Green & Circular Knowledge

Grasp green economy
and circularity concepts.



Self-Learning



- Ellen MacArthur Foundation
<https://www.ellenmacarthurfoundation.org/>
Videos, podcasts, articles, reports on circular economy (free)
- European Circular Economy Stakeholder Platform
<https://circulareconomy.europa.eu/platform/en>
News, events, a knowledge hub + a map of circular economy stakeholders
- UN CC: e-Learn
<https://unccelearn.org/>
Climate change and sustainability resources provided by 30 multilateral organisations (free)
- Boost my skills
<https://boostmyskills.eu/>
Co-funded by EU and supported by UNITAR, free courses to become leaders in sustainability.



DOMAIN 2 – FACILITATION & CO-CREATION

Core Approach

- Apply co-creation and design-thinking methodologies to frame problems and co-design solutions.
- Facilitate multi-stakeholder dialogue, including conflict resolution and consensus-building.

Living Labs & Events

- Animate Living Labs: structure participatory processes, engage community members, and coordinate working groups.
- Manage meetings, workshops, and collaborative events effectively.
- Support diverse groups (gender, age, background) to participate meaningfully.





LEARN MORE

Domain 2: Facilitation & Co-creation

Lead collaborative
groups to innovate.



Self-Learning



- DelftX, WageningenX: Co-Creating Sustainable Cities
<https://www.wur.nl/en/education/for-professionals/programmes-and-courses/co-creating-sustainable-cities>
8-weeks self-paced MOOC

- The Facilitators
<https://thefacilitators.org/>
A global network, knowledge hub, training platform, and provider of innovative and participatory facilitation.



DOMAIN 3 – PROJECT & ORGANISATIONNEL MANAGEMENT

Define Goals

Define realistic project goals, timelines, and budgets for green and circular initiatives.

Coordinate Teams

Coordinate and oversee interdisciplinary working teams using digital collaboration tools.

Monitor & Adapt

Monitor and evaluate project progress; adapt plans in response to emerging challenges.

Secure Funding

Identify and apply for funding opportunities supporting green innovation (EU funds, national grants, private investment).

Document & Communicate

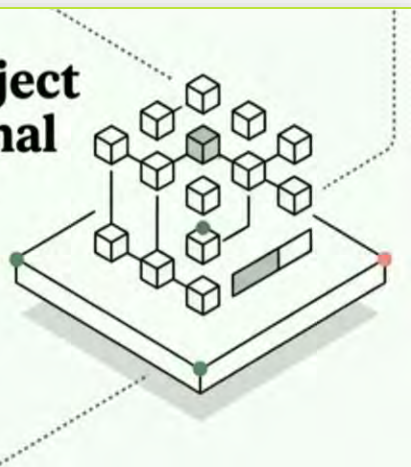
Document and communicate project outcomes for transparency and knowledge transfer.





Domain 3: Project & Organisational Management

Efficiently oversee teams and projects.



Self-Learning



- Brussels Academy
<https://www.brusselsacademy.eu>
Trainings and courses on EU funding and funding for NGOs, StartUps, SMEs, private companies and educational institutions
- PM 4 NGOs
<https://pm4ngos.org/>
Best practice guides, methodologies, tools etc helping project managers increase their impact.
- Humentum
<https://unccelearn.org/>
Variety of courses on project management, management skills etc for NGOs



DOMAIN 4 – STAKEHOLDER ENGAGEMENT & COMMUNICATION

Co-design Initiatives

Engage public and private stakeholders in co-designing green initiatives for local ecosystems.

Accessible Communication

Communicate sustainability concepts to non-expert audiences using accessible language.

Trusted Relationships

Build and maintain trusted relationships with municipalities, businesses, civil society, and research institutions.

Digital Engagement

Use digital tools and social media to raise awareness and mobilise community participation.

European Networks

Represent local green initiatives within wider European networks (e.g., ENoLL, Green Labs network).



Domain 4: Stakeholder Engagement & Communication

Effectively engage and inform diverse stakeholders.



Self-Learning



- Community engagement: Co-constructing knowledge with communities (by Uni of Edinburgh)
<https://education-sport.ed.ac.uk/professional-learning/intensive-courses/community-engagement>
Improving one's knowledge on community engagement (10-week online course)
- Sustainability Communication Strategies (by LES)
<https://www.getsmarter.com/products/lse-sustainability-communication-strategies-online-course>
Practical tools and approaches to help navigate the complexities, challenges, and opportunities involved in communicating about sustainability.
- Citizen Engagement in Policymaking (EU)
<https://cop-demos.jrc.ec.europa.eu/events/training-citizen-engagement-policymaking>
Course covering rationale for citizen engagement, principles of good practice, as well as tools for running citizen engagement activities



SOFT SKILLS AND ATTITUDES

Beyond technical competencies and formal responsibilities, the most effective GIMs share a set of professional attitudes that enable them to work across complex, multi-actor environments:



Systemic Agency

Seeing connections across sectors and scales rather than working within silos.



Adaptability

Responding constructively to uncertainty, change, and diverse stakeholder needs.



Empathy and Active Listening

Genuinely understanding the perspectives and priorities of different community members.



Commitment to Inclusion

Actively working to ensure that transition processes benefit all groups, including those at risk of being left behind.



Entrepreneurial Mindset

Identifying opportunities for innovation and mobilizing resources with limited formal authority.



Creative Thinking

Generating original, context-sensitive solutions by combining ideas across disciplines and challenging conventional approaches to complex problems.



Reflection

Looking at the four competency domains, which areas do you feel stronger?

Check Yourself



Soft Skills & Attitudes Self-Assessment



« 3. DESCRIBING THE ROLE OF THE GREEN MANAGER AS A FACILITATOR WITHIN A LIVING LAB »



THE LIVING LAB AS THE GIM'S PRIMARY OPERATING SPACE

The primary institutional home of the GIM is the Living Lab. Living Labs are real-world test environments where stakeholders – citizens, businesses, researchers, and public authorities – come together to co-design, pilot, and evaluate innovative solutions to local challenges.

Living Lab - An open innovation ecosystem operating in a real-life context. In the Green Labs framework, Living Labs focus specifically on facilitating community-led green and circular transitions, bringing together diverse local actors to co-create and test sustainable solutions.

The GIM's role within a **Living Lab is best understood as a set of interconnected responsibilities** that keep the space active, coordinated, and connected to the outside world. Rather than acting in only one capacity, the GIM moves between roles as the needs of the project and community evolve.

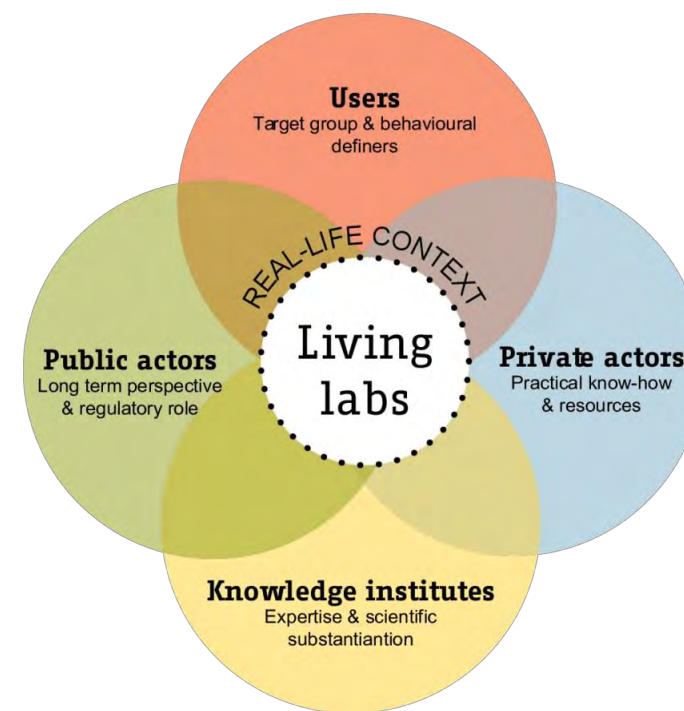


Image Source: Urban Living Labs: A Living Lab Way of Working - Scientific Figure on ResearchGate. Available from: https://www.researchgate.net/figure/The-living-lab-stakeholders_fig2_318109901 [accessed 23 Mar 2026]

THE LIVING LAB AS THE GIM'S PRIMARY OPERATING SPACE

Animator - The GIM sustains engagement between formal project moments, keeping the Living Lab alive when workshops or meetings are not taking place. They generate momentum by nurturing relationships, encouraging participation, and creating reasons for the community to stay involved over time. In this way, the animator role helps the Living Lab remain a living, visible, and shared space.

Coordinator - Behind the scenes, the GIM carries the operational responsibilities that make the Living Lab function smoothly. This includes planning activities, managing budgets, organizing tasks, and making sure timelines and responsibilities are clear. By keeping the practical side of the work on track, the coordinator role creates the structure needed for collaboration to succeed.

Ambassador - The GIM also designs and guides collaborative sessions so that co-creation can happen productively. They shape the conditions for dialogue, manage group dynamics, and help ensure that all participants have the opportunity to contribute meaningfully. This facilitation role is essential for building trust, enabling collective learning, and making the process inclusive.

Bridge Builder - Finally, the GIM connects local experimentation to broader networks, resources, and policy frameworks. They help translate what is happening in the Living Lab into links with regional, national, and European actors, opening access to knowledge, funding, and strategic partnerships. Through this bridge-building function, local initiatives can scale, strengthen, and gain wider relevance.

RESPONSIBILITIES: WHAT THE GIM ACTUALLY IMPLEMENT IN THE CONTEXT OF THE GREEN LABS PROJECT?

Competencies describe what a professional knows and can do. Responsibilities describe what they are expected to **deliver** in their role. The GIM's core responsibilities can be grouped around five operational areas:

Responsibility Area	Examples of concrete tasks
Stakeholder Activation	Map local actors; conduct stakeholder interviews; co-design engagement strategies with municipalities and associations.
Living Lab Management	Establish and animate a Living Lab; facilitate co-creation sessions; maintain participant engagement over time.
Project Management	Design green project proposals; coordinate tasks and resources; report to funders; evaluate impact.
Knowledge & Communication	Produce accessible materials on green transition topics; present at public events; manage digital communication channels.
Network & Partnership	Connect local initiatives to European networks; identify partnership opportunities; represent the territory at glocal level.



Check GreenLabs
Methodological Guide

THE GIM'S STAKEHOLDER ECOSYSTEM

No single actor can lead a green transition alone. The GIM works within – and actively constructs – a web of relationships across different sectors and institutional levels.

Stakeholder Type	GIM Engagement Approach
Local public authorities (municipality, region)	Co-design green policy pilots; align community projects with planning and regulation; access local funding.
Private businesses & SMEs	Identify circular economy opportunities; co-design industrial symbiosis or product innovation projects; build business cases for green transition.
Civil society organisations & associations	Mobilise community participation; work with cultural and social groups to embed sustainability in everyday life.
Educational institutions & research centres	Access knowledge and data; design evidence-based interventions; develop training and awareness initiatives.
Residents & citizens	Engage directly in co-design; build environmental awareness; activate grassroots green initiatives.
European networks (ENoLL, Green Labs partners)	Share knowledge and practice; access EU funding; contribute to international peer learning.

MAIN CHALLENGES IN ENGAGING STAKEHOLDERS

Take a moment to think:

What do you believe will be the most difficult challenge for you in your local Living Lab while engaging stakeholders?

Please answer this by scanning the QR.



You can also answer through this link:

[https://www.menti.com/alunmoc2et
m](https://www.menti.com/alunmoc2etm)

08/04/2026



LIVING LABS FOR SUSTAINABLE CITIES: HOW THEY WORK

Explore the Living Lab Integrative Process video series, created by the SCORE project. This comprehensive course guides participants through a user-centric methodology designed to foster innovation and address complex challenges in real-world settings.

Starting with foundational concepts like Living Labs and the collaborative Quadruple Helix Model, the course covers key stages from understanding context to prototyping and testing, passing by generating creative solutions. It also highlights effective implementation strategies and scaling up to maximise impact, ensuring that solutions remain adaptable and beneficial at larger scales.

Unlock the Power of Living Labs Integrative Process!

Living Lab Integrative Process Video Series

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Throughout the series, gain valuable insights into co-design techniques, inclusive stakeholder collaboration, and methods for refining solutions using real-world data. By the end, this course will provide a deep understanding of how to apply the Living Lab Integrative Process to drive sustainable, impactful change.



Click to watch
the video
series

While you watch – focus on:

- What a Living Lab looks like in a real community context.
- Who is involved – which stakeholders, and what roles they play.
- What the facilitator or 'animator' of a Living Lab actually does day to day.
- How local Living Labs connect to wider European networks.



COMMUNITY-LED GREEN TRANSITION: THE ROLE OF LOCAL FACILITATORS

*The Ellen MacArthur Foundation's work on cities and regions highlights how circular economy transitions succeed or stall depending on the **quality of local facilitation and community engagement**. This resource explores real examples of facilitators who have bridged the gap between policy ambition and community action – providing direct professional role models for future GLMs. It emphasises that technical knowledge alone is not enough: relational skills and stakeholder trust are equally critical.*

Key points to look for as you read:

- How the article describes the role of a 'local facilitator' or 'transition catalyst'.
- What made the successful examples work – what skills and approaches were key?
- How the examples connect to the GIM competency domains you studied in Unit 1.
- Any barriers or challenges mentioned for community-led green transitions.



Click to read Cedefop (2019). Skills for green jobs: 2018 update. European synthesis report. Luxembourg: Publications Office. Cedefop reference series; No 109. <http://data.europa.eu/doi/10.2801/750438>

GREEN MANAGER AS AMBASSADOR OF GREEN AND CIRCULAR TRANSITIONS

TO RECAP & GO IN DEPTH

As we saw, the Green Manager acts as a bridge builder, a coordinator and as an **ambassador of the Living Lab** by making it active, relevant, and engaging for all stakeholders.

This means translating **sustainability into concrete actions**, connecting actors, aligning interests, and ensuring collaboration leads to real initiatives, responding to the concept of “ambassador”.



GREEN MANAGER AS AMBASSADOR OF GREEN AND CIRCULAR TRANSITIONS

Acting as an ambassador or coordinator of the Living Lab also means considering the different profiles and stakeholders you need to engage, while maintaining an overall view of what is happening during each event, conference, or workshop inside your Living Lab.



To achieve this, it is essential to understand the different functions of the GIM, based on the skills and responsibilities previously identified as necessary and useful at the local level.

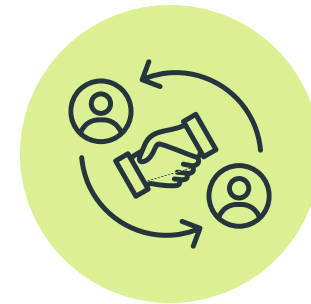
FUNCTIONS OF THE GREEN MANAGER ROLE



The technical functions



The social and facilitating
functions



The engaging functions

These functions are distinct yet closely interconnected with one another.



THE TECHNICAL FUNCTIONS

The technical functions refer to the **basic knowledge that the Green Manager must have** in areas such as circular economy, green transition, and sustainability practices.

These functions allow the GIM to understand the context in which they operate and to **engage meaningfully with experts and stakeholders**, even if they are not technical specialists.





THE SOCIAL AND FACILITATING FUNCTIONS

The social and facilitating functions represent the role of **the Green Manager as a social reference point** within the Living Lab. In this dimension, the GIM:

- Acts as a social central point within the Living Lab
- Creates and moderates discussions that actively engage participants
- Ensures that different voices are heard and included
- Facilitates smooth and effective communication among all actors involved

This includes communication skills, empathy, and the ability to create inclusive environments.



THE ENGAGING FUNCTIONS

Understanding

Facilitating

Integrating

Following up

- Identify key stakeholders and experts involved in the Living Lab
- Understand their roles, expectations, and potential contributions

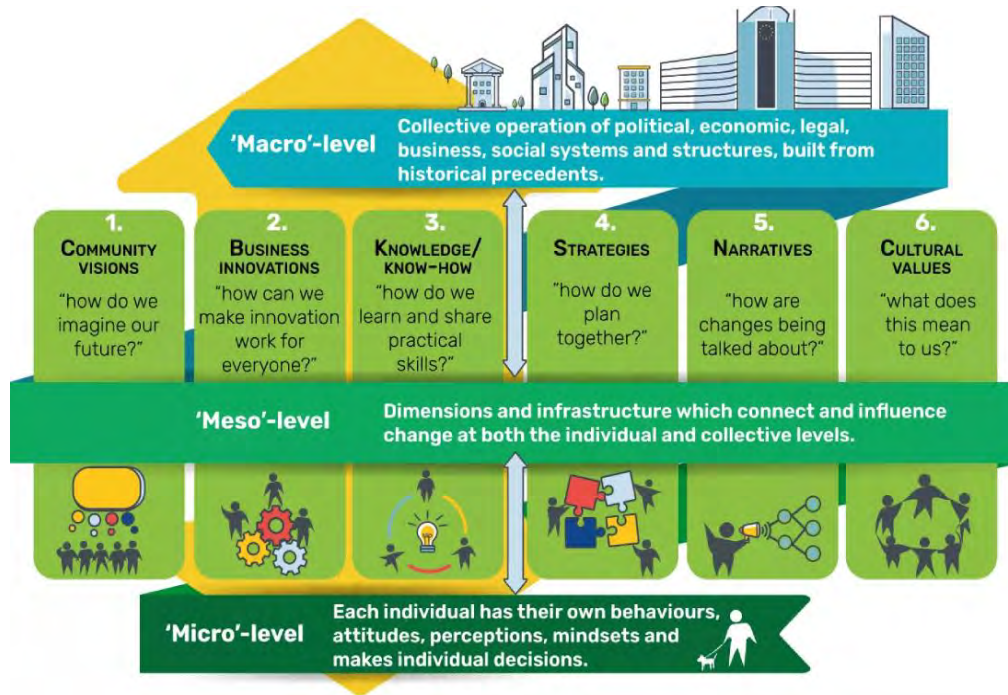
- Support and guide their participation during activities
- Ensure active and meaningful involvement

- Capture and integrate their input into the process
- Connect contributions to concrete actions

- Maintain contact after activities
- Ensure continuity and long-term engagement

Final Objective: Capture and integrate their input into the process
& Connect contributions to concrete actions

FROM LOCAL TO GLOBAL



[European Commission, 2024](#)

Supporting the green transition at community level is essential, it is the starting point from which meaningful and lasting global change can emerge.

A EU Commission framework connects three levels of change: **micro, meso, and macro:**

- Micro-level focuses on individuals, behaviours, attitudes, and daily decisions
- Meso-level represents the key space of intervention, where workplaces and communities shape and influence change
- Macro-level reflects broader systems, policies, and societal structures



This holistic approach enables ecosystems

LIVING LAB DYNAMICS



Inhalation (Out-In)

- Knowledge and expertise are brought into the Living Lab by relevant stakeholders
- Stakeholders contribute with ideas, skills, and resources
- The process is driven by a specific need or challenge
- Focus on learning from others to solve local problems.

Exhalation (In-Out)



- Solutions and outcomes are developed and shared with stakeholders
- The Living Lab generates value for local actors
- Focus on delivering results that respond to stakeholder needs
- Encourages collective action and broader impact.

CORE ACTIONS OF THE GIM IN ENGAGEMENT

To overcome these challenges, some key actions you can implement with your stakeholders in your Living Lab are:

- **Identify and select relevant stakeholders**
- **Understand their motivations and constraints**
- **Design interactions that are useful and concrete**
- **Facilitate dialogue and manage expectations**
- **Ensure that engagement leads to outcomes, not just discussion**



The key idea here is to understand that **the GIM does not simply invite people, but structures the engagement process**, starting with a proper mapping of relevant stakeholders at the local level.



LEARN MORE

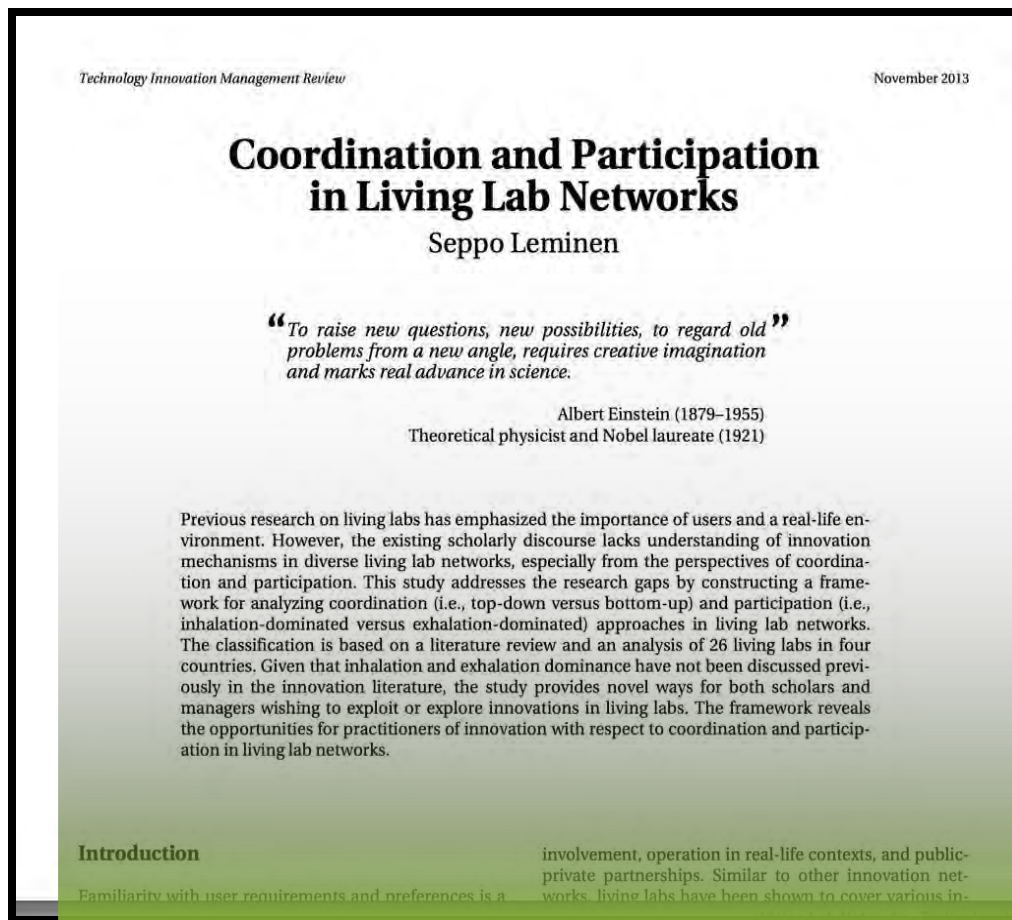
Self-Learning

"COORDINATION AND PARTICIPATION IN LIVING LAB NETWORKS"

Explore the article "Coordination and Participation in Living Lab Networks" by S. Leminen, which explains how Living Labs operate as open innovation environments. It highlights how innovation is shaped by coordination approaches, top-down and bottom-up, and by the active involvement of stakeholders as co-creators. The paper also introduces a framework to understand how different Living Labs function depending on how collaboration and participation are organised.

While you read– focus on:

- How Living Labs function as open innovation environments based on real-life contexts and user involvement.
- How different actors (users, providers, utilizers, enablers) interact and contribute to innovation processes.
- How coordination approaches (top-down vs bottom-up) influence the development of solutions and decision-making.
- How participation models (inhalation vs exhalation) shape knowledge exchange and collaboration dynamics.



Click in the
image to read
the full article





GROUP EXERCISE

What is the difference between managing and facilitating?

Note for facilitator :

Use a Miro Board or digital collaborative whiteboard that enables real-time, visual teamwork :

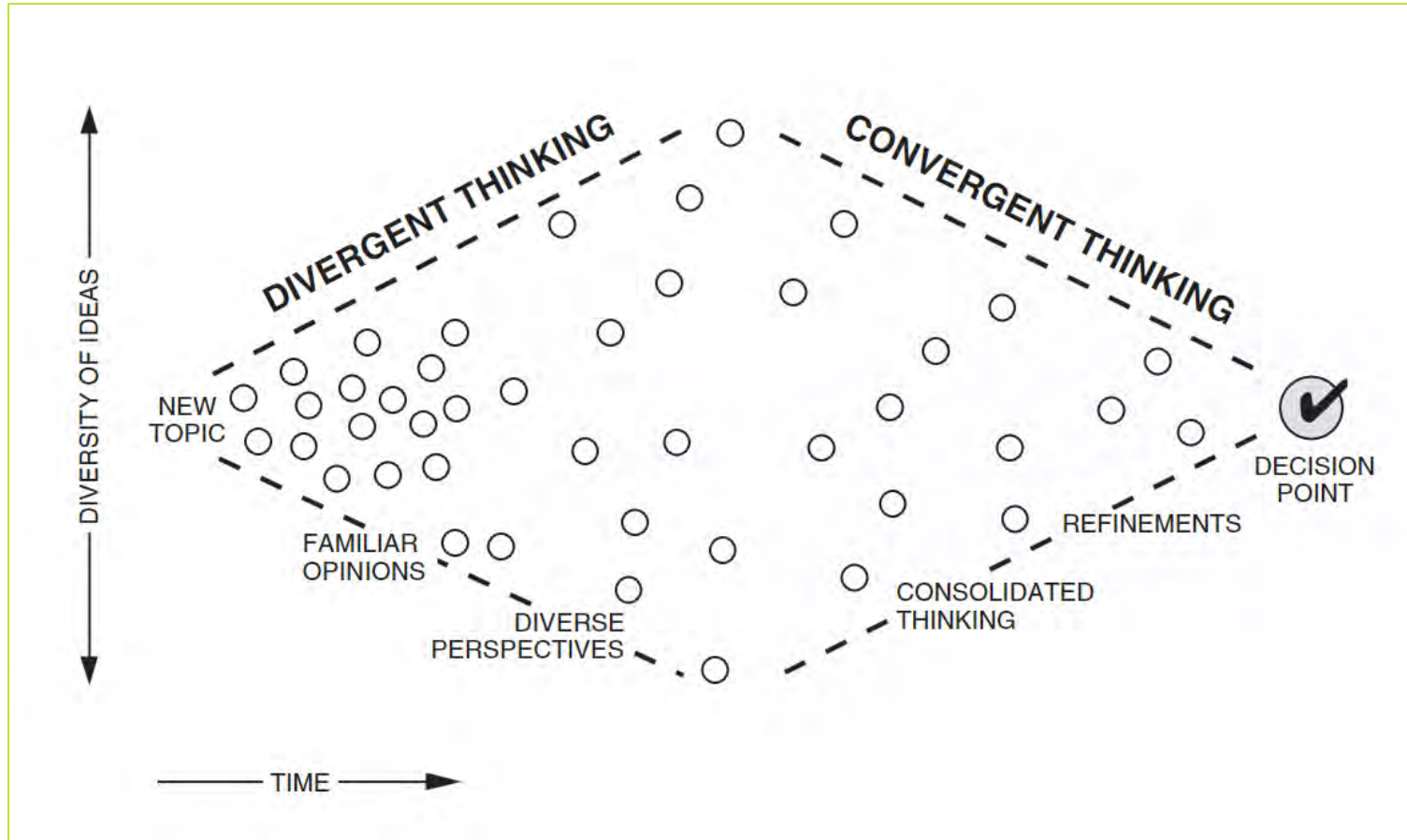
- ☐ **Set up a comparison framework:** Use a **T-chart** or **Venn diagram** template with "Managing" on one side and "Facilitating" on the other.
- ☐ **Engage participants:** Add **sticky notes** with traits, actions, or mindsets for each role (e.g., "Directs" vs. "Guides").
- ☐ **Cluster and discuss:** Group similar ideas, then use **voting or comments** to highlight key differences.
- ☐ **Visualize insights:** Draw connections or add icons to emphasize contrasts (e.g., hierarchy vs. collaboration).

This turns an abstract question into an **interactive, visual exploration !**





PARTICIPATORY DECISION-MAKING



FACILITATOR'S GUIDE TO PARTICIPATORY DECISION-MAKING

CLICK HERE =

<https://www.cmpa-acpm.ca/static-assets/pdf/education-and-events/workshops/theatre-art-facilitators-guide-to-participatory-decision-making.pdf>



WHAT IS THE ROLE OF FACILITATOR?

1. Encouraging full participation.
2. Promoting mutual understanding;
3. Fostering inclusive solutions,
4. Cultivating shared responsibility.



[Click here to read more](#)

Kaner, Sam. Facilitator's Guide to Participatory Decision-Making, John Wiley & Sons, Incorporated, 2014. ProQuest Ebook Central, <http://ebookcentral.proquest.com/lib/unc/detail.action?docID=1676370>. Created from unc on 2021-08-06 17:30:12



ENCOURAGING FULL PARTICIPATION

Creating conditions in which everyone feels safe enough to speak, so the group can access the full range of perspectives in the room.

Tips :

Set clear ground rules (e.g., "All voices matter, no interruptions").
Use round-robin sharing to ensure everyone speaks.
Acknowledge contributions to validate and encourage participation.
Model vulnerability by sharing your own thoughts first.
Start with small-group discussions to lower pressure

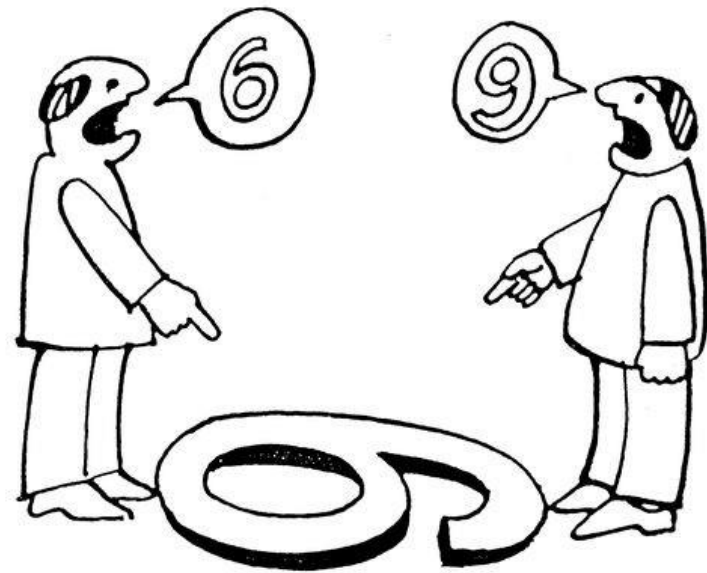


PROMOTING MUTUAL UNDERSTANDING

- **Helping participants genuinely comprehend each other's views – not just hear them but grasp the reasoning and concerns behind them.**

Tips :

Avoid « word waste » or unnecessary or excessive use of words, leading to redundancy, verbosity, or lack of clarity. It often dilutes the message and reduces efficiency in writing or speech.



FOSTERING INCLUSIVE SOLUTIONS

- **Supporting the group to build outcomes that incorporate the needs of all members, not just the most vocal or the majority.**

Tips :

Make sure the solutions do not exclude anyone



CULTIVATING SHARED RESPONSIBILITY

- Helping participants take collective ownership of both the decisions made and their implementation, so that follow-through does not rest on one person alone.

Tips :

At the end of the session, invite the group to summarize **their own decisions**. Encouraging participants to articulate their conclusions aloud strengthens their ownership of the outcomes and direction.



TO RECAP

A **manager** manages process

VS

A **facilitator** actively encourages participation, promotes mutual understanding, fosters solutions that include everyone, and builds shared ownership of the outcome



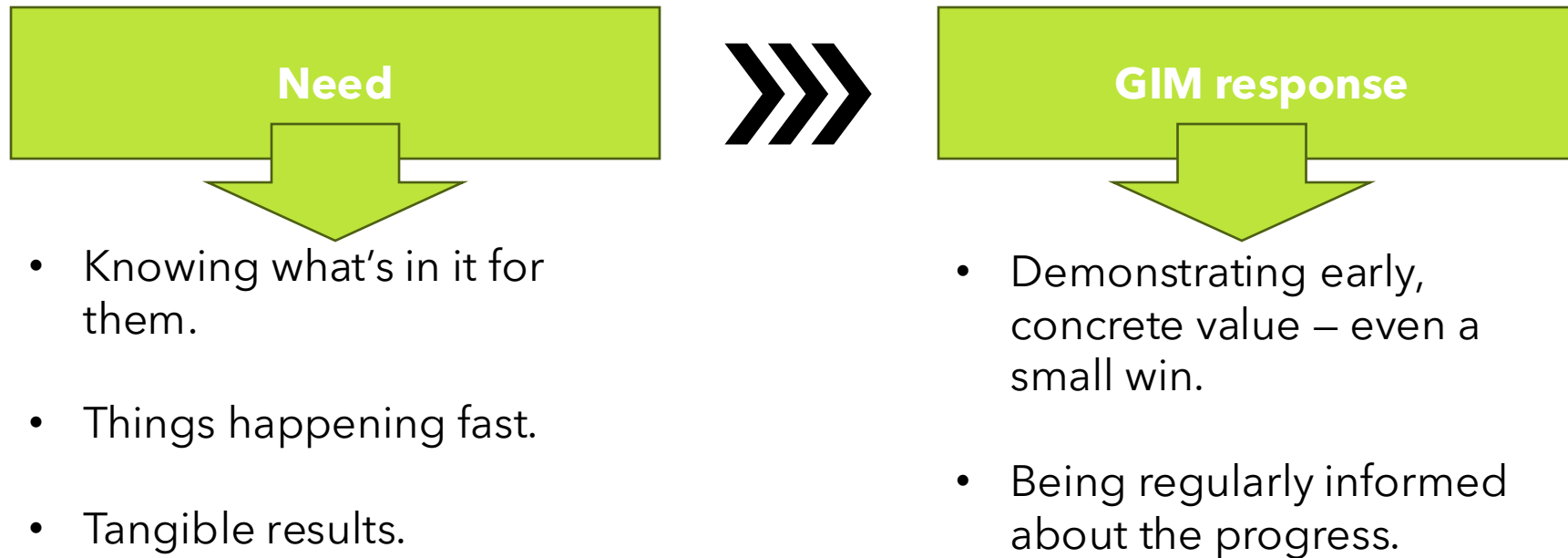


THE GIM'S STAKEHOLDER ECOSYSTEM

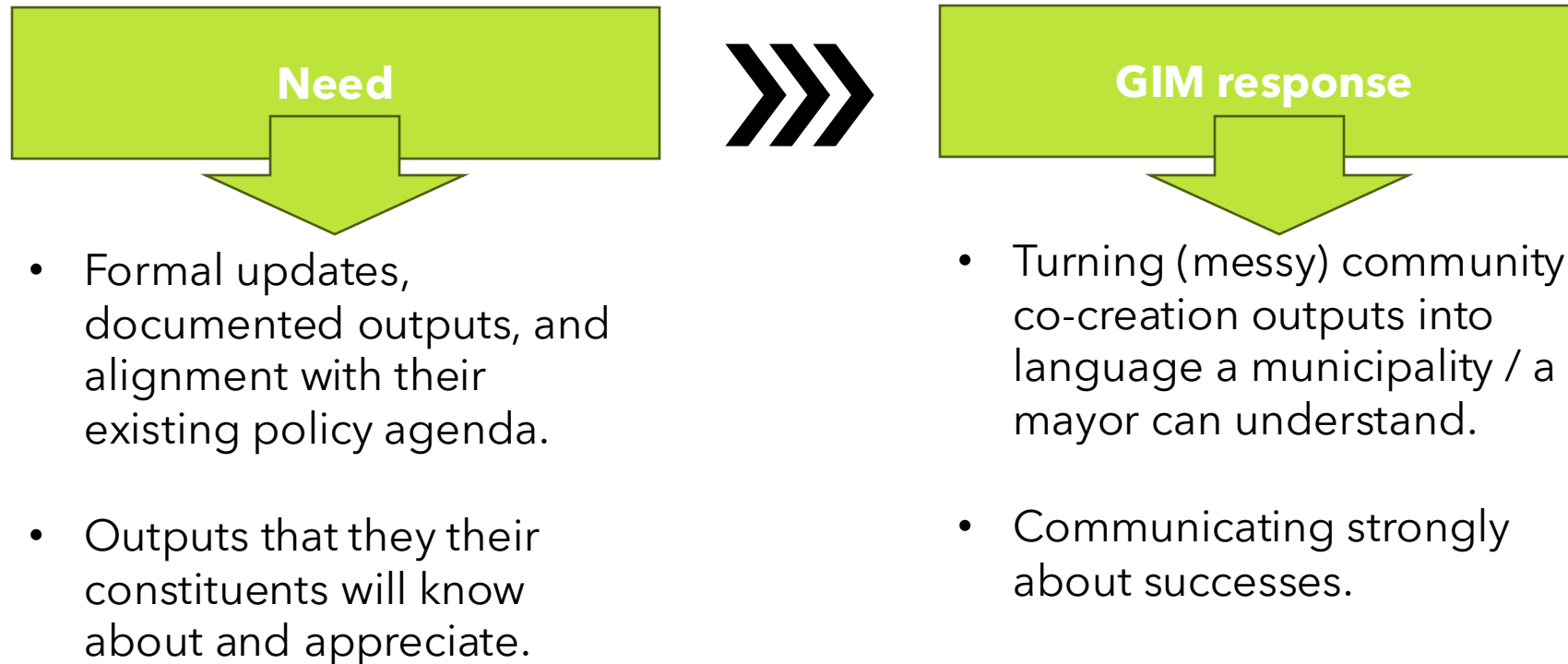
No single actor can lead a green transition alone. The GIM works within – and actively constructs – a web of relationships across different sectors and institutional levels.

Stakeholder Type	GIM Engagement Approach
Local public authorities (municipality, region)	Co-design green policy pilots; align community projects with planning and regulation; access local funding.
Private businesses & SMEs	Identify circular economy opportunities; co-design industrial symbiosis or product innovation projects; build business cases for green transition.
Civil society organizations & associations	Mobilize community participation; work with cultural and social groups to embed sustainability in everyday life.
Educational institutions & research centers	Access knowledge and data; design evidence-based interventions; develop training and awareness initiatives.
Residents & citizens	Engage directly in co-design; build environmental awareness; activate grassroots green initiatives.
European networks (ENoLL, Green Labs partners)	Share knowledge and practice; access EU funding; contribute to international peer learning.

PRIVATE BUSINESSES & SME



LOCAL PUBLIC AUTHORITIES



CIVIL SOCIETY ORGANISATIONS AND ASSOCIATIONS



EDUCATIONAL INSTITUTIONS AND RESEARCH CENTRES

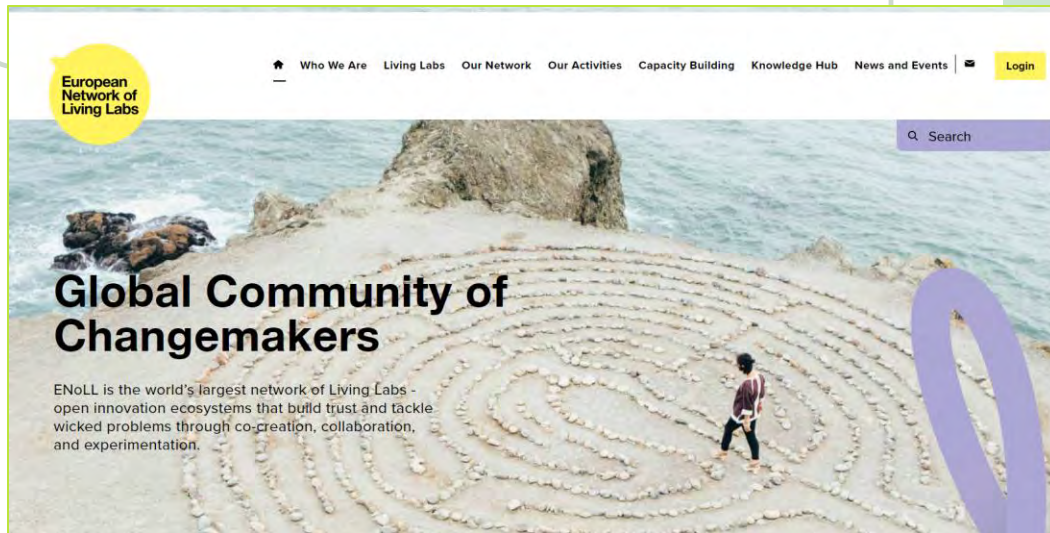


EUROPEAN NETWORKS



THE ENOLL NETWORK

The **ENOLL Network** (European Network of Living Labs) is a non-profit international association that connects over **500 living labs** across Europe and beyond. It fosters **open innovation, co-creation, and real-world experimentation** by bringing together businesses, public authorities, researchers, and citizens.



For Green Innovation Managers working in a living lab, ENOLL offers:

- **Access to a vast ecosystem of sustainability-focused labs**, enabling collaboration and knowledge-sharing.
- **Best practices and methodologies** for co-designing green solutions in real-life environments.
- **Funding and project opportunities** through EU initiatives (e.g., Horizon Europe) and **cross-border partnerships**.
- **Visibility and credibility** by aligning with a recognized network driving systemic innovation for sustainability.

<https://enoll.org/>



NET ZERO CITY

Net Zero Cities is the **EU Mission platform** supporting **112+ cities** in their race to climate neutrality by 2030. It provides **funding, technical expertise, and peer-learning networks** to accelerate systemic urban transformation.

For Green Innovation Managers working in a living lab, NET ZERO CITY offers:

- **Direct access to EU-backed pilot projects** and funding (e.g., Horizon Europe, Innovation Fund).
- **A testbed for scaling green solutions** in real urban environments.
- **Cross-city collaboration** to co-develop and validate innovations.
- **Visibility and alignment** with EU climate policy priorities.



<https://netzerocities.eu>





GROUP EXERCISE : FACILITATION

You are working on a concept of introducing home food waste collection in your local area. What are the things you are going to pay attention to? Take into account 4 key responsibilities of a Facilitator:

- ☐ **Encouraging full participation**
- ☐ **Promoting mutual understanding**
- ☐ **Fostering inclusive solutions**
- ☐ **Cultivating shared responsibility OR the various needs of stakeholders (Local Public Authority, Civil Society Orgs, Educational Institutions, European Networks).**

Note for facilitator

- *Discuss in groups of 4 (5minutes)*
- *Joint Debriefing (5minutes)*



TO CONCLUDE



Coordination in a Living Lab is about **managing asymmetries:** of **power**, of **resources**, of **time**, of **representation**, without letting any one actor type capture the process.

« 4. IDENTIFYING CAREER AND PLACEMENT OPPORTUNITIES FOR THE GREEN MANAGER »»





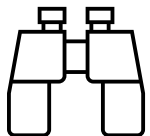
- **IDENTIFYING JOB MARKET OFFERS IN PUBLIC AND PRIVATE SECTORS**
- **RECOGNIZING PROFESSIONAL AND PERSONAL DEVELOPMENT OPPORTUNITIES**

THE GIM EMPLOYMENT OPPORTUNITIES

A Growing Field

Green skills are among the fastest-growing categories of professional demand in Europe. According to EU data, demand for sustainability-related roles is expected to **double between 2020 and 2030** across public administration, consultancy, industrial sectors, and civil society. The GIM profile is still emerging – which means those who enter it now have the advantage of being **pioneers**.

However, it may not be that simple !



EXERCISE : JOB SEARCHING

Employment opportunities exist in:

- **Public sector:** municipalities, regional agencies, environmental authorities.
- **Private sector:** environmental consultancies, sustainability departments of companies, social enterprises.
- **Third sector:** NGOs, foundations, cooperatives, community organisations.
- **EU-funded projects:** project management and community engagement roles in Horizon Europe, LIFE, Interreg, and cohesion fund programmes.

- Spend 5 min looking online for a job as a Green Innovation Manager in your target country or local area





CEDEFOP, SKILLS FOR GREEN JOBS

CEDEFOP – the EU agency for vocational training – has mapped the growing demand for green skills across European economies. This article explains what 'green skills' means in practice, which professional profiles are emerging, and how the VET (Vocational Education and Training) system is adapting to meet this demand. It provides direct context for the GIM profile within the broader European green skills landscape.

Key points to look for as you read:

- How CEDEFOP defines 'green skills' and 'green occupations'.
- Which sectors are showing the strongest growth in green skill demand.
- How the GIM profile fits within the wider landscape of green professionals.
- What training systems are doing to prepare workers for the green economy.



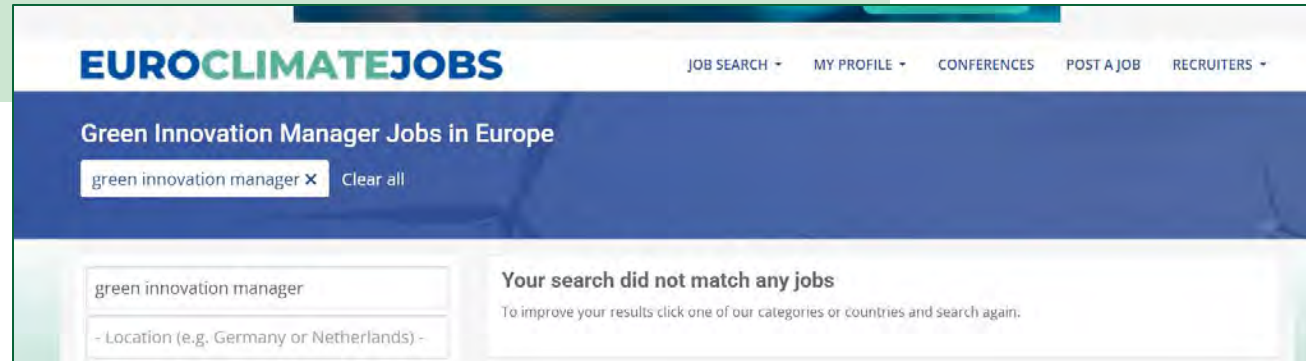
Click to read Cedefop (2019). Skills for green jobs: 2018 update. European synthesis report. Luxembourg: Publications Office. Cedefop reference series; No 109. <http://data.europa.eu/doi/10.2801/750438>



THE CHALLENGE



Positions matching the Green Innovation Manager skillset and competencies are rarely labeled as such—they are often scattered across different platforms or may not be publicly listed at all.



The Green Innovation Manager field is still emerging, so you must proactively build your own development path rather than follow a pre-existing one.

It's essential to identify which communities, programs, and credentials are truly worth your time.

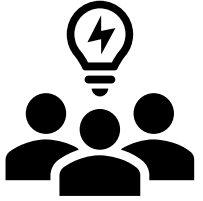


TO RECAP

»»» HOW TO PROCEED ?

- ❑ **Identify and map your relevant professional ecosystem** to understand the landscape and key players.
- ❑ **Join and actively engage with key networks and organizations** to gain insider perspectives and opportunities.
- ❑ **Build a strong, visible presence** across platforms to ensure you are easily findable by relevant stakeholders.
- ❑ **Establish genuine connections with local professionals** working in your field to foster meaningful relationships.





EXERCISE : JOB ECOSYSTEM MAPPING

- ☐ Name two or three **organisations working on green transition** at local or territorial level
- ☐ Name two-three **EU-funded projects** active in your territory **on sustainability or community development**
- ☐ Name three **people** you already know **who work in or adjacent to this field**
- ☐ Compare and debrief

Note for facilitator

Each student takes five minutes to sketch, individually, the ecosystem in their own country or region:
Name two or three organisations working on green transition at local or territorial level
Name one EU-funded project active in their territory on sustainability or community development
Name one person they already know who works in or adjacent to this field
Then in pairs, they compare maps. The debrief question is simple: *"What did your partner know that you didn't?"*



JOB OPPORTUNITIES

NGOs

Community engagement officer

Search for: " *territorial or municipal sustainability coordinator, "community engagement coordinator", "transition facilitator", "circular economy project manager "*

Public sector

EU-funded project coordinator / project officer

Search for "*project officer sustainability", "project coordinator green transition", "Erasmus+ coordinator".*

Territorial or municipal sustainability coordinator

Search for: "*sustainability coordinator", "climate action coordinator"*

Private sector

Search for "*Social Impact Consultant", "Stakeholder Engagement Specialist", "Social Performance Manager", "Community Relations Consultant", « Circular Economy consultant », « Community Engagement Consultant »*



A FEW EU-JOB BOARDS



- <https://www.esae.eu/job-board>
- <https://jobs.euractiv.com/>
- <https://www.euroclimatejobs.com/>
- <https://recruitment.jrc.ec.europa.eu/vacancies>





NETWORKING ACTION



- Contact one person in your network who works for an organization that could hire a Green Innovation Manager.
- Initiate a conversation with them about their current projects, key challenges, and emerging opportunities.





LEARN MORE

Self-learning



VIDEO: MOBILITY TALKS
17: HOW WILL LIVING
LABS BRING LIFE TO
INNOVATION IMMOBILITY
ECOSYSTEMS? (1H17)



PODCAST: CO -
CREATING
GREENER FUTURE
IN ŁÓDŹ (21MIN)



PODCAST:
EXPLORING THE
LIVING LABS OF
MISSION SOIL
(22MIN)

IN DEPTH MATERIALS FOR READING



A review on the role of living labs in advancing sustainable practices in rural areas

Living Lab Origins, Developments, and Future Perspectives

Living Labs at the Heart of the Zero Pollution Action Plan

Application of Living Lab Concept: Where, How and for What Is Being Used in Europe to Support Energy, Social and Environmental Transition

First systematic review of Living Lab implementation across agriculture, forestry and agroforestry sectors in Europe and North America – covers stakeholder co-creation, benefits, challenges and real case studies (REFOREST, SALAM-MED).

<https://www.sciencedirect.com/science/article/pii/S125471825000076>

The definitive ENOLL booklet tracing the full history, current landscape and future outlook of the Living Lab movement. Freely downloadable; intended for practitioners, researchers and policymakers.

<https://enoll.org/wp-content/uploads/2025/01/ENoLL-2025.-Living-Lab-origins-developments-and-future-perspectives.pdf>

European Commission page documenting Flagship 7 of the EU Zero Pollution Action Plan – explains how Living Labs are being mobilised across mobility, energy, waste and health to drive local green and digital transitions. <https://digital-strategy.ec.europa.eu/en/library/living-labs-heart-zero-pollution-action-plan>

This article maps how Living Labs across Europe are being used to address climate, energy and social challenges at local level – and what makes them work. Essential reading for understanding the diversity of Living Lab models and the gap between theory and real-world practice that GIMs must navigate. <https://www.mdpi.com/2071-1050/17/6/2727>

IN DEPTH MATERIALS FOR READING



Coordination and Participation in Living Lab Networks

A just and fair transition, leaving no one behind GreenDeal Projects Support Office

Engaging Stakeholders: Strategies for Success (video series)

This article explains how Living Labs operate as open innovation environments, highlighting the role of users as co-creators and the importance of coordination (top-down vs bottom-up) and participation models (inhalation vs exhalation) in shaping innovation processes and outcomes.

<https://timreview.ca/article/740>

This publication focuses on the social dimension of the green transition, emphasising the need to ensure inclusiveness, equity, and support for vulnerable groups. It provides guidance on designing actions that balance environmental goals with social fairness at local and regional levels. <https://projects.research-and-innovation.ec.europa.eu/en/strategy/strategy-2020-2024/environment-and-climate/european-green-deal/green-deal-projects-support/green-deal-resources/just-and-fair-transition-leaving-no-one-behind>

This video series presents practical methods for identifying, prioritising, and engaging stakeholders effectively. It includes real-case insights and concrete strategies to support collaboration, participation, and long-term stakeholder relationships in projects and Living Labs. <https://www.youtube.com/watch?si=tP3lhU3mO4hz1IMF&v=itWYbSXIYtY&feature=youtu.be>

SELF-ASSESSMENT QUIZ

Quiz: INTRODUCING THE PROFESSIONAL PROFILE OF THE GIM

Q1 What does GIM stand for in the Green Labs project?

A) Green Infrastructure Manager

B) Green Innovation Manager

C) Global Impact Mediator

D) Green Integration Method

Click any answer to see if you got it right.

Quiz: INTRODUCING THE PROFESSIONAL PROFILE OF THE GIM

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Q2 Which of the following best describes the GIM's role?

- A)** A technical expert who designs renewable energy systems
- B)** A policy officer who drafts EU environmental legislation
- C)** A connector, translator and activator between EU policy and local community action
- D)** A financial analyst specialising in green investment

Click any answer to see if you got it right.

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Next Question →

SELF-ASSESSMENT QUIZ

Quiz: INTRODUCING THE PROFESSIONAL PROFILE OF THE GIM

Q3 Which of the following is NOT one of the four GIM competency domains?

A) Green & Circular Knowledge

B) Facilitation & Co-creation

C) Environmental Auditing & Compliance

D) Stakeholder Engagement & Communication

Click any answer to see if you got it right.

Quiz: INTRODUCING THE PROFESSIONAL PROFILE OF THE GIM

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B) Facilitation & Co-creation

C) Environmental Auditing & Compliance

D) Stakeholder Engagement & Communication

Next Question →

Quiz: INTRODUCING THE PROFESSIONAL PROFILE OF THE GIM

Q4 What is a Living Lab?

- A)** A university research laboratory focused on green chemistry
- B)** An open innovation ecosystem in a real-life context where local actors co-create and test sustainable solutions
- C)** A digital platform for sharing environmental data between municipalities
- D)** A government office managing EU environmental funding

Click any answer to see if you got it right.

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SELF-ASSESSMENT QUIZ

Quiz: INTRODUCING THE PROFESSIONAL PROFILE OF THE GIM

Q5 What does the "glocal" approach mean for a GIM?

- A)** Working exclusively at the global level through international organisations
- B)** Focusing only on local community needs without external connections
- C)** Acting at local level while connecting to European networks, policy and funding
- D)** Alternating between global conferences and local fieldwork each month

Click any answer to see if you got it right.

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Next Question →

Quiz: INTRODUCING THE PROFESSIONAL PROFILE OF THE GIM

Q6 A GIM is animating a Living Lab in their community. A local business wants to get involved but does not understand what the Lab does. What is the GIM's primary role in this situation?

- A)** Refer the business to the municipal authority and wait for a formal response
- B)** Write a technical report on the Living Lab's activities and send it by email
- C)** Facilitate a direct conversation, explain the Lab's purpose in accessible terms and explore how the business could contribute
- D)** Ask the business to attend a university seminar on circular economy first

Click any answer to see if you got it right.

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Next Question →

Quiz: INTRODUCING THE PROFESSIONAL PROFILE OF THE GIM

Q7 Which of the following is part of the technical dimension of the GIM?

A) Facilitating dialogue between stakeholders

B) Basic knowledge of circular economy and sustainability practices

C) Managing social conflicts in communities

D) Designing communication campaigns

Click any answer to see if you got it right.

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Quiz: INTRODUCING THE PROFESSIONAL PROFILE OF THE GIM

Q8 What is the main role of the GIM in the social and facilitating dimension?

A) To act as a technical expert in sustainability

B) To function as a social hub that enables communication and inclusion

C) To evaluate environmental compliance of companies

D) To manage EU funding applications

Click any answer to see if you got it right.

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Quiz: INTRODUCING THE PROFESSIONAL PROFILE OF THE GIM

Q9 Which of the following actions belongs to the stakeholder dimension of the GIM?

A) Drafting EU environmental policies

B) Conducting laboratory experiments on sustainability

C) Managing financial investments in green technologies

D) Identifying stakeholders and integrating their contributions into actions

Click any answer to see if you got it right.

Quiz: INTRODUCING THE PROFESSIONAL PROFILE OF THE GIM

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A) Drafting EU environmental policies

B) Conducting laboratory experiments on sustainability

C) Managing financial investments in green technologies

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Next Question →

Quiz: INTRODUCING THE PROFESSIONAL PROFILE OF THE GIM

Q10 According to the content, what is the final objective of stakeholder engagement for the GIM?

A) Increasing the number of participants in events

B) Capturing input and connecting it to concrete actions

C) Organising more workshops and meetings

D) Collecting feedback without implementation

Click any answer to see if you got it right.

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SELF-ASSESSMENT QUIZ

Quiz: INTRODUCING THE PROFESSIONAL PROFILE OF THE GIM

Q11 What is meant by “engagement” in the context of Living Labs?

A) Active involvement in a continuous shared process

B) Occasional participation in events

C) Formal consultation through surveys

D) Attendance at training sessions

Click any answer to see if you got it right.

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Quiz: INTRODUCING THE PROFESSIONAL PROFILE OF THE GIM

Q12 Which of the following is a key challenge in stakeholder engagement?

A) Excessive funding availability

B) Too many identical stakeholder profiles

C) Different priorities between public and private actors

D) Overqualification of participants

Click any answer to see if you got it right.

Quiz: INTRODUCING THE PROFESSIONAL PROFILE OF THE GIM

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Next Question →

SELF-ASSESSMENT QUIZ

Quiz: INTRODUCING THE PROFESSIONAL PROFILE OF THE GIM

Q13 What does “inhalation (out-in)” refer to in a Living Lab?

A) Sharing internal results externally

B) Bringing external knowledge and expertise into the Living Lab

C) Evaluating internal project outcomes

D) Reducing stakeholder participation

Click any answer to see if you got it right.

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Quiz: INTRODUCING THE PROFESSIONAL PROFILE OF THE GIM

Q14 What does “exhalation (in-out)” refer to in a Living Lab? What does “exhalation (in-out)” refer to in a Living Lab?

A) Sharing developed solutions with external stakeholders

B) Importing external knowledge into the Lab

C) Limiting collaboration to internal actors

D) Conducting internal-only activities

Click any answer to see if you got it right.

Quiz: INTRODUCING THE PROFESSIONAL PROFILE OF THE GIM

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SELF-ASSESSMENT QUIZ

Quiz: INTRODUCING THE PROFESSIONAL PROFILE OF THE GIM

Q15 Which of the following is an example of a GIM activity at community level?

A) Conducting academic specific research

B) Managing international trade agreements

C) Drafting EU directives

D) Supporting SMEs to adopt circular practices

Click any answer to see if you got it right.

Quiz: INTRODUCING THE PROFESSIONAL PROFILE OF THE GIM

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Next Question →

SELF-ASSESSMENT QUIZ

Quiz: INTRODUCING THE PROFESSIONAL PROFILE OF THE GIM

Q16 According to the content, what is required to move from awareness to real impact?

- A)** Increasing the number of awareness campaigns
- B)** Moving from isolated actions to continuous and structured processes
- C)** Focusing only on theoretical knowledge
- D)** Reducing stakeholder involvement

Click any answer to see if you got it right.

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**THANK YOU FOR YOUR
PARTICIPATION!**

GREEN LABS PROJECT

The GREEN LABS project aims to support and stimulate the green transition by promoting innovation and greening of VET systems through internationalization, exchange of practices, and knowledge sharing among partners, in accordance with the Osnabrück Declaration of 2020 on vocational education and training for sustainable competitiveness, social fairness and resilience.

