SAM Experience
Alliances towards a Sustainable Future

Sustainable Alliance Manager: Learning Experience towards Collaborative Skills with Green Consciousness

WP2. D1 SAM Profile



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Competences of the SAM Profile: Definitions

This chapter presents a structured framework outlining the key competences required for a **Sustainable Alliance Manager**. The framework is based on a comprehensive literature review and includes a curated list of **12 competences**, each essential for effectively developing and maintaining sustainable alliances. These competences are categorized according to the **four phases of the alliance life cycle**: **Focus, Create, Manage, and Sustain**.

For each competence, multiple definitions from the literature are considered, and a **proposed definition** is provided to offer a clear and contextualized understanding. The competences are further classified into two broad categories:

- **Green skills (4 competences):** These emphasize environmental and sustainability-oriented capabilities.
- **Collaborative competences (8 competences):** These focus on the skills necessary to foster effective partnerships and cooperation.

By structuring the competences in alignment with the alliance life cycle and distinguishing between green and collaborative skills, this chapter provides a comprehensive guide to the essential abilities needed to manage and sustain impactful alliances in a sustainable manner.

PROCESS OF SMART ALLIANCE DEVELOPMENT	KEY COMPETENCES	DEFINITIONS PROPOSED IN THE SCIENTIFIC LITERATURE	FINAL DEFINITION	Collaborative skills	Green skills	Alliance specific competences	Transversal competences
FOCUS **Focus on the phase that encompasses strategic reasoning, along with the delimitation of the idea and the decision whether to collaborate or not.**	1. Systems-thinking competence	▪ *Meadows (2008)* - The capacity to identify and interpret feedback loops, non-linearities, and interdependencies within systems, enabling the anticipation of unintended consequences and leverage points for systemic change. ▪ *Wiek et al. (2011)* - Systems-thinking competency refers to the ability to recognize and understand complex systems, analyze their interconnections, and synthesize information to address sustainability challenges holistically. ▪ *Lans et al. (2014)* - The ability to identify and analyse all important (sub)systems in various fields (people, planet, profit) and disciplines, including their boundaries.	Systems-thinking competency is the ability to identify and analyze complex systems and their interdependencies, including feedback loops, non-linearities, and boundaries across various fields (people, planet, profit). It enables individuals to synthesize information, anticipate unintended consequences, and identify leverage points to address sustainability challenges holistically.	x			
	2. Strategic vision (collaborative perspective)	▪ *van der Heijden (1996)* - Strategic vision in a collaborative context refers to the capacity to unify diverse perspectives, fostering shared understanding and consensus around long-term goals while maintaining flexibility to adapt to emerging challenges. ▪ *Wiek et al. (2011)* - The capacity to anticipate long-term trends and challenges, while leveraging collective intelligence to co-develop innovative solutions and align actions for transformative change. ▪ *Bryson (2011)* - Strategic vision involves the ability to collaboratively design and implement actionable pathways toward desired futures, emphasizing shared responsibility, adaptability, and inclusivity.	Strategic vision, in a collaborative context, is the capacity to unify diverse perspectives, foster shared understanding, and build consensus around long-term goals. It emphasizes anticipating trends and challenges, leveraging collective intelligence, and designing adaptable, inclusive, and actionable pathways for transformative change.	x		x	

	3. Circular project management	▪ Ellen MacArthur Foundation (2013) - *Circular project management refers to the strategic planning and execution of projects that aim to extend product lifecycles, optimize resource flows, and foster innovation in alignment with circular economy principles.* ▪ Kirchherr et at. (2017) - A project management approach that incorporates closed-loop processes, prioritizes material recovery and reuse, and ensures sustainability by addressing environmental, economic, and social considerations in decision-making. ▪ Geissdoerfer et al. (2017) - Circular project management involves designing and managing projects with an emphasis on minimizing waste, maximizing resource efficiency, and integrating circular economy principles throughout the project lifecycle.	Circular project management is a strategic approach to planning and executing projects that align with circular economy principles by extending product life cycles, optimizing resource flows, and minimizing waste. It incorporates closed-loop processes, prioritizes material recovery and reuse, and integrates environmental, economic, and social sustainability considerations throughout the project lifecycle.		x		x
CREATE **Create when the project is designed and the selection of the partner, the type of alliance is carried out and the negotiation of the agreement is developed.**	4. Alliance design	▪ *Schilke et al. (2010)* – Alliance design involves structuring inter-organizational partnerships by establishing governance systems that facilitate coordination, trust, and mutual benefit among collaborating entities. ▪ *Geissdoerfer et al. (2017*) – Alliance design refers to the deliberate planning and implementation of collaborative agreements that define the roles, responsibilities, and governance mechanisms to achieve strategic objectives. ▪ *Contractor et al. (2019)* - The process of configuring strategic alliances to effectively manage interdependencies, align objectives, and optimize resource sharing between partner organizations.	Alliance design involves the deliberate planning and structuring of inter-organizational partnerships by defining roles, responsibilities, and governance mechanisms. It aims to facilitate coordination, build trust, and optimize resource sharing to achieve strategic objectives and manage interdependencies effectively between partner organizations.	x		x	

	5. Interpersonal Skills	▪ Beenen et al. (2023) - Interpersonal skills encompass the abilities that facilitate effective and productive social interactions, including communication, conflict resolution, and the capacity to build and maintain relationships. ▪ Acevedo, Lazar (2022) - Interpersonal skills, often referred to as soft skills, are challenging to quantify since they focus on how individuals relate and interact with others. These skills include oral and written communication, teamwork, confidence, and leadership skills. ▪ Marin-Zapata et al. (2022) - Soft skills, including interpersonal skills, are personal attributes that enable individuals to interact effectively and harmoniously with others, encompassing communication abilities, emotional intelligence, and teamwork capabilities.	Interpersonal skills are personal attributes and abilities that facilitate effective and harmonious social interactions, including communication (both oral and written), conflict resolution, teamwork, leadership, and emotional intelligence, enabling individuals to build and maintain productive relationships.	x			x

	6. Norms, regulation, policies and procedures of sustainability	▪ Weituschat et al. (2022) – they are formal and informal rules and guidelines that shape individual and collective behaviour within a society or organization. They establish standards for acceptable conduct, provide mechanisms for enforcement, and influence decision-making processes. ▪ Weber, Kleine (2024) - They are formal and informal mechanisms that govern behaviour within societies and organizations. Norms represent shared expectations and unwritten rules, regulations are authoritative rules enforced by institutions, and policies are deliberate systems of principles to guide decisions and achieve rational outcomes. ▪ Hashmi et al. (2016) – They are the framework through which societal order is maintained. Norms dictate acceptable behaviour, regulations provide legal boundaries, and policies offer strategic direction, collectively ensuring compliance and guiding organizational conduct. ▪ Hacker (2024) - They are formal and informal guidelines and rules that govern sustainable practices within organizations and societies, ensuring that environmental, social, and economic considerations are integrated into decision-making processes. ▪ Prior (2016) - Norms refer to shared expectations and informal rules guiding behaviour, while regulations are formalized directives established by authorities to enforce sustainable practices. The interplay between these norms and regulations, along with individual and collective motivational values, shapes the implementation of sustainable remediation strategies in contaminated environments.	Norms, regulations, policies, and procedures of sustainability are a comprehensive framework of formal and informal guidelines, rules, and systems that collectively govern individual and organizational behaviour to promote sustainable practices. Norms represent shared expectations and unwritten social rules, regulations provide authoritative legal boundaries enforced by institutions, and policies establish strategic principles to guide decision-making and achieve rational outcomes. Procedures of sustainability involve systematic processes designed to integrate environmental, social, and economic considerations into organizational operations. Together, these elements ensure compliance, enhance environmental performance, and embed sustainability principles into decision-making and implementation, fostering a balanced approach to societal, environmental, and economic development.		x		x

		▪ Boggia et al. (2018) - They involve systematic processes and practices aimed at assessing and enhancing the environmental performance of events. This approach underscores the importance of structured methodologies in implementing sustainability measures effectively. ▪ Borgert et al. (2018) - Procedures of sustainability involve systematic processes designed to evaluate and integrate environmental, social, and economic considerations into organizational decision-making. Effective sustainability procedures require a structured approach to assess potential impacts and ensure that sustainability principles are embedded throughout the organization's operations.					
MANAGE **Manage phase in which the collaborative project is activated and the scorecard is defined to evaluate the implementation plan.**	7. Conflict Resolution	▪ Avruch (2022) - Conflict resolution is a process deeply embedded in cultural contexts, where effective resolution requires understanding and addressing the cultural dimensions that influence how conflicts are perceived, interpreted, and resolved. ▪ Jordan, Troth (2021) - Conflict resolution is the process by which team members address and manage disagreements or disputes that arise during collaborative problem-solving tasks. ▪ Kazanský, Andrassy (2019) - Conflict resolution is the process of identifying and implementing effective strategies to address and manage disputes within an organization, aiming to enhance internal relations and promote sustainable development.	Conflict resolution is the process of addressing and managing disagreements or disputes through the identification and implementation of effective strategies. It requires understanding and considering the cultural dimensions, team dynamics, and organizational contexts that influence how conflicts are perceived and resolved, with the goal of fostering collaboration, improving relationships, and promoting sustainable outcomes.	x			x

	8. Planning and organizational skills	▪ Grissom et al. (2015) - Planning skills are defined as the ability to effectively allocate and organize tasks and time resources in advance to achieve specific goals, ensuring alignment with priorities and minimizing inefficiencies in task execution. ▪ Çakiroğlu et al. (2020) - Planning skills encompass the mental and physical abilities required for collecting and organizing information, then using it to make predictions, explain phenomena, solve problems. ▪ *Perrow, C. (2019)* - Planning and organizational skills are understood as the abilities required to navigate and manage the complexities inherent in large organizations. These skills involve effectively setting objectives, designing appropriate organizational structures, coordinating activities across various departments, and adapting to dynamic environments to achieve the organization's goals. ▪ Cibrian et al. (2021) - Organizational skills are considered essential for success in both academic and workplace settings, as they involve high levels of organization and self-regulation.	Planning and organizational skills are the abilities to effectively allocate and organize tasks, time, and resources to achieve specific goals. These skills involve setting objectives, collecting and organizing information, designing and coordinating systems or structures, adapting to dynamic environments, and practicing self-regulation to minimize inefficiencies and navigate complexities in academic, workplace, or organizational contexts.	x			x
	9. Circular interdisciplinary collaboration	▪ *Waite et al. (2024)* - Integration of circular economy within broader collaborations, particularly in international, interdisciplinary, and online settings. ▪ *Duerte-Poblete et al. (2023)* - Interdisciplinarity is a crucial practice for developing the emerging field of Materials Design with a sustainable and circular perspective. ▪ *Brown et al (2019)* - Collaborative partners are being sourced by entrepreneurially minded leadership, motivated by enthusiasm, and crucially, a credible approach to CE.	Circular interdisciplinary collaboration is the ability to integrate circular economy within broader collaborations, particularly in international, interdisciplinary, and online settings leading to entrepreneurially minded leadership, motivated by enthusiasm, and crucially, a credible approach to CE.		x	x	

SUSTAIN **Evolve phase that encompasses reflection on the continuity of the collaborative project.**	10. Adaptive management	▪ *MacDonald et al. (2016)* - The integration of the principles of adaptive management to solve issues of sustainability uncertainty. ▪ *Månsson et al. (2023)* - Adaptive management (AM) is a stepwise iterative process in which interventions are implemented, their effects monitored and evaluated, and the next intervention adapted according to knowledge gained. ▪ *Baron et al. (2009)* - Relies on historical information to construct a conceptual model of how a system works and how it will respond to changing conditions (Passive), Involves direct manipulation of key ecological processes to test understanding of relationships among system components and drivers and to examine the effects of policies or decisions (Active).	Adaptive management is the ability integrating of the principles of adaptive management to solve issues of sustainability uncertainty, in which interventions are implemented, their effects monitored and evaluated, and the next intervention adapted according to knowledge gained using passive and active management.	x		x	x
	11. Capacity building and empowerment	▪ *Li et al. (2023)* - Activating consciousness, bridging relationships, and transforming into true cultural care. ▪ *Suarez-Balcazar el al. (2008)* - Capacity building is approached from an empowerment perspective, the knowledge and skills shared with stakeholders may be used and maintained for the betterment. ▪ *Wang et al. (2020)* - Emotion construction and capacity building empowers the empowers the stakeholders to participate and play a major role in local environmental governance.	Capacity building and empowerment is the ability Activating consciousness, bridging relationships, and transforming into true cultural care, approached from an empowerment perspective, the knowledge and skills shared with stakeholders.	x			x

	12. Sustainability values	▪ *Lans et al. (2014)* - Normative competence: the ability to identify, apply and align sustainability values, principles, and goals with internal and external stakeholders, without adopting any specific norm, but based on the good character of the person involved in solving sustainability issues. ▪ *MacDonald et al. (2020)* - Demonstrates commitment to sustainability through personal actions; Expresses care and concern for the wellbeing (social, environmental, and economic) of their community; Possesses a passion for environmental protection. ▪ *Horlings (2015)* - A value-oriented approach pays attention to short-term as well as long term sustainable development, is linked to economic, ecological, social and cultural aspects of sustainability, and offers insight into the drivers and consequences of our actions in time and place.	Sustainability values is the ability to identify, apply and align sustainability values, principles, and goals with internal and external stakeholders, without adopting any specific norm, but based on the good character of the person involved in solving sustainability issues, expressing care and concern for the wellbeing, paying attention to short-term as well as long term sustainable development,		x		x

Competencies of the SAM Profile: levels and behaviours

Building upon the 12 key competences identified in the previous chapter, this chapter introduces a structured framework for assessing and advancing the development of a Sustainable Alliance Manager. The framework defines four levels of competence development, each representing a progressive stage of mastery:

1. Awareness & Participation – Initial understanding and basic engagement.
2. Contribution & Alignment – Active application and alignment with alliance goals.
3. Facilitation & Integration – Advanced capability in guiding and integrating efforts.
4. Leadership & Transformation – Expertise in driving systemic change and long-term impact.

Each competence is described at all four levels, providing a clear definition of expectations at each stage. Additionally, observable attitudes are outlined for every level, offering concrete indicators to assess an individual's current stage and identify the steps needed to progress to the next level.

By establishing a structured pathway for competence development, this framework serves as a practical tool for both self-assessment and strategic growth, ensuring that alliance managers can continuously enhance their skills to foster more effective and sustainable partnerships.

PROCESS OF SMART ALLIANCE DEVELOPMENT	KEY COMPETENCES	FINAL DEFINITION	LEVELS	Level 1	Level 2	Level 3	Level 4
				Awareness & Participation	**Contribution & Alignment**	**Facilitation & Integration**	**Leadership & Transformation**
FOCUS **Focus on the phase that encompasses strategic reasoning, along with the delimitation of the idea and the decision whether to collaborate or not.**	1. Systems-thinking competence	Systems-thinking competence is the ability to recognize and understand complex systems by analyzing their interconnections, feedback loops, and interdependencies, allowing individuals to anticipate unintended consequences and identify leverage points for systemic change. It involves applying holistic thinking to address sustainability challenges and inform decisions at local, national, and global levels.	Definition	Demonstrates a foundational understanding of systems by identifying basic elements, relationships, and boundaries within a system. Recognizes that actions in one area may influence others.	Able to map and analyze system components, identify feedback loops, and recognize non-linear behaviors. Can explain how interdependencies influence outcomes and boundaries in systems.	Applies systems-thinking to diagnose challenges, propose interventions, and anticipate outcomes in complex systems. Identifies leverage points for change and integrates diverse perspectives for a holistic understanding.	Exemplifies advanced systems-thinking by designing and leading initiatives that address sustainability challenges holistically. Anticipates systemic risks and opportunities, integrating cross-disciplinary insights for transformative change.
			Observable attitudes	● Displays curiosity about how components of a system interact. ● Asks questions to clarify relationships and interdependencies. ● Shows openness to the idea that systems have feedback loops and unintended consequences.	● Seeks to understand the underlying structure of systems. ● Demonstrates critical thinking in identifying cause-effect relationships. ● Exhibits patience in analyzing complex or evolving systems without jumping to conclusions.	● Collaborates with others to gather multiple viewpoints on system dynamics. ● Anticipates and evaluates potential unintended consequences of interventions. ● Embraces complexity and uncertainty as part of problem-solving.	● Champions holistic and sustainable approaches to decision-making. ● Demonstrates resilience and adaptability when faced with dynamic systems. ● Inspires others to consider systemic impacts and leverage points in their actions.
	2. Strategic vision (collaborative perspective)	Strategic vision in a collaborative context is the capacity to unite diverse perspectives, fostering shared understanding and consensus on long-term goals while remaining adaptable to emerging challenges. It involves leveraging collective intelligence to design actionable pathways toward a desired future, promoting inclusivity, responsibility,	Definition	Demonstrates a basic understanding of collaborative strategic vision by recognizing the value of diverse perspectives. Engages in discussions about long-term goals and acknowledges the impact of stakeholder needs and sustainability but relies on others to lead.	Demonstrates the ability to contribute actively by aligning goals with stakeholder needs and sustainability priorities. Identifies collaboration opportunities and fosters inclusivity in decision-making to build consensus on shared objectives.	Demonstrates the ability to lead collaborative planning by integrating stakeholder needs into long-term strategies. Builds alliances, ensures sustainable collaboration, and adapts strategies to emerging challenges while maintaining shared objectives.	Demonstrates the ability to shape and drive a unifying strategic vision by fostering broad consensus and long-term collaboration. Establishes frameworks for sustainability, anticipates trends, and influences policy through strategic partnerships.
			Observable	● Listens actively and	● Shares insights that	● Leads discussions that	● Inspires and mobilizes

		and alignment among stakeholders. This vision also emphasizes stakeholder engagement in green collaboration and includes the strategic ability to organize alliances and map stakeholder needs, ensuring that actions are both sustainable and aligned with shared priorities.	attitudes	expresses openness to different viewpoints. ● Contributes to team discussions when prompted. ● Recognizes the role of sustainability but does not apply it independently.	enhance strategic discussions. ● Seeks and integrates diverse perspectives. ● Advocates for partnerships and collaborative efforts.	align diverse perspectives. ● Builds trust and cooperation among stakeholders. ● Anticipates challenges and adjusts strategies proactively.	stakeholders around a shared vision. ● Develops systems that sustain collaboration and innovation. ● Influences decision-making and fosters large-scale impact.
	3. Circular project management	Circular project management is a strategic approach to planning and executing projects that align with circular economy principles by extending product life cycles, optimizing resource flows, and minimizing waste. It incorporates closed-loop processes, prioritizes material recovery and reuse, and integrates environmental, economic, and social sustainability considerations throughout the project lifecycle.	Definition	Demonstrates a basic understanding of circular project management by recognizing the importance of minimizing waste and optimizing resources. Participates in project discussions related to sustainability but follows established processes rather than actively shaping them.	Demonstrates the ability to integrate circular economy principles into project planning and execution. Identifies opportunities to optimize resource flows, extend product life cycles, and reduce environmental impact while ensuring alignment with project objectives.	Demonstrates the ability to lead circular project management efforts by embedding closed-loop processes and sustainability metrics into project frameworks. Engages stakeholders to ensure circularity goals are met while balancing economic and social considerations.	Demonstrates the ability to drive systemic change by embedding circular project management as a standard practice. Develops long-term strategies that integrate sustainability, innovation, and cross-sector collaboration, influencing industry-wide adoption of circular principles.
			Observable attitudes	● Shows interest in circular economy principles and their application in projects. ● Supports waste reduction and resource efficiency initiatives when guided. ● Acknowledges sustainability goals but relies on others to implement them.	● Proposes improvements to enhance sustainability in project workflows. ● Actively seeks ways to minimize waste and improve material recovery. ● Ensures that project decisions consider environmental and economic sustainability.	● Leads initiatives to implement circular economy strategies in projects. ● Builds partnerships to enhance material recovery and reuse. ● Adapts project plans to maximize sustainability while ensuring efficiency.	● Advocates for circular project management at a strategic level. ● Establishes frameworks that institutionalize closed-loop systems. ● Influences policy and industry standards to promote circular economy practices.
CREATE **Create when the project is designed and the selection of the partner, the**	4. Alliance design	Alliance design involves the deliberate planning and structuring of inter-organizational partnerships by defining roles, responsibilities, and governance mechanisms. It aims to facilitate coordination, build trust, and	Definition	Demonstrates a basic understanding of alliance design by recognizing the importance of partnerships in achieving strategic objectives. Participates in discussions on collaboration but relies on	Demonstrates the ability to contribute to alliance formation by identifying potential partners and supporting the definition of roles and responsibilities. Actively engages in	Demonstrates the ability to lead alliance development by structuring partnerships with clear governance mechanisms and trust-building processes. Ensures effective resource sharing and	Demonstrates the ability to design and drive high-impact alliances that foster systemic change and cross-sector collaboration. Shapes strategic partnership ecosystems, influences

type of alliance is carried out and the negotiation of the agreement is developed.		optimize resource sharing to achieve strategic objectives and manage interdependencies effectively between partner organizations. Additionally, it incorporates skills for creating horizontal networking to achieve SDG goals and emphasizes networking skills to build strong professional connections, ensuring alliances contribute to sustainable development and long-term collaborative success.		others to structure and formalize partnerships.	networking and coordination efforts to align alliances with strategic and sustainability goals.	inter-organizational coordination while aligning alliances with sustainable development goals.	industry-wide networking practices, and ensures alliances contribute to long-term sustainability and innovation.
			Observable attitudes	• Engages in conversations about partnerships and networking. • Supports team efforts in coordinating with external stakeholders. • Recognizes the value of collaboration but does not yet initiate alliances.	• Identifies and suggests potential partners based on strategic objectives. • Contributes to defining roles, responsibilities, and governance structures. • Actively participates in professional networking to strengthen collaboration.	• Establishes governance frameworks that optimize coordination and trust. • Builds and manages partnerships to ensure long-term collaborative success. • Aligns alliance objectives with sustainability and SDG goals.	• Develops large-scale partnership strategies that drive long-term impact. • Influences policy and industry practices for sustainable alliance design. • Establishes professional networks that enhance cross-sector collaboration.
	5. Interpersonal Skills	Interpersonal skills are personal attributes and abilities that facilitate effective and harmonious social interactions, including communication (both oral and written), conflict resolution, teamwork, leadership, and emotional intelligence, enabling individuals to build and maintain productive relationships.	Definition	Demonstrates a basic understanding of interpersonal skills by recognizing the importance of clear communication, teamwork, and respectful interactions. Engages in social exchanges but may require guidance in managing conflicts or expressing ideas effectively.	Demonstrates the ability to communicate effectively, collaborate with others, and contribute to a positive team dynamic. Recognizes different perspectives, adapts communication styles accordingly, and takes initiative in resolving minor conflicts.	Demonstrates strong emotional intelligence and the ability to foster collaboration by facilitating discussions, mediating conflicts, and building trust. Encourages open communication and supports others in developing their interpersonal skills.	Demonstrates the ability to inspire and influence others through exceptional interpersonal skills. Creates a culture of trust, inclusion, and collaboration, using advanced emotional intelligence and leadership to drive collective success.
			Observable attitudes	• Listens attentively and responds appropriately in conversations. • Cooperates with others and contributes to group efforts when prompted. • Shows respect and openness but may struggle with conflict resolution.	• Expresses ideas clearly and adapts communication to different audiences. • Engages in active listening and considers diverse viewpoints. • Handles minor conflicts constructively and promotes teamwork.	• Mediates conflicts and promotes a constructive resolution process. • Builds trust and encourages open, transparent communication. • Supports and mentors others in strengthening their interpersonal skills.	• Inspires and motivates others through strong communication and leadership. • Cultivates a culture of trust, inclusivity, and psychological safety. • Influences and negotiates effectively in complex interpersonal situations.
	6. Norms, regulation, policies	Norms, regulations, policies, and procedures of sustainability are a	Definition	Demonstrates a basic understanding of	Demonstrates the ability to interpret and apply	Demonstrates the ability to integrate sustainability norms,	Demonstrates the ability to influence and shape

	and procedures of sustainability	comprehensive framework of formal and informal guidelines, rules, and systems that collectively govern individual and organizational behaviour to promote sustainable practices. Norms represent shared expectations and unwritten social rules, regulations provide authoritative legal boundaries enforced by institutions, and policies establish strategic principles to guide decision-making and achieve rational outcomes. Procedures of sustainability involve systematic processes designed to integrate environmental, social, and economic considerations into organizational operations. Together, these elements ensure compliance, enhance environmental performance, and embed sustainability principles into decision-making and implementation, fostering a balanced approach to societal, environmental, and economic development.		sustainability norms, regulations, policies, and procedures by recognizing their role in guiding sustainable practices. Follows established guidelines but relies on others to interpret and apply them in decision-making.	sustainability norms and policies within organizational processes. Identifies areas for improvement in compliance and sustainability performance and supports alignment with legal and strategic frameworks.	regulations, and policies into organizational strategies. Leads compliance efforts, ensures sustainability principles are embedded in decision-making, and collaborates with stakeholders to enhance adherence and effectiveness.	sustainability governance at a systemic level. Develops and refines sustainability policies, drives regulatory advancements, and advocates for industry-wide adoption of sustainable norms and practices.
			Observable attitudes	● Acknowledges the importance of sustainability regulations and policies. ● Adheres to existing procedures without questioning or modifying them. ● Seeks guidance when encountering sustainability-related compliance issues.	● Applies relevant regulations and policies in decision-making. ● Identifies gaps or inefficiencies in sustainability procedures. ● Promotes awareness of sustainability guidelines within teams.	● Ensures organizational compliance with sustainability regulations. ● Leads initiatives to improve sustainability policies and procedures. ● Engages stakeholders in discussions on regulatory and policy alignment.	● Develops and influences sustainability policies at an organizational or industry level. ● Advocates for stronger regulatory frameworks and compliance mechanisms. ● Shapes sustainability governance and integrates it into strategic decision-making.
MANAGE **Manage phase in which the collaborative project is activated and the scorecard is defined to evaluate the implementation plan.**	7. Conflict Resolution	Conflict resolution is the process of addressing and managing disagreements or disputes through the identification and implementation of effective strategies. It requires understanding and considering the cultural dimensions, team dynamics, and organizational contexts that influence how conflicts are perceived and resolved. Additionally, it incorporates the ability to build trust and transparency in green collaboration activities, fostering collaboration, improving relationships, and promoting sustainable outcomes in alignment with	Definition	Demonstrates a basic understanding of conflict resolution by recognizing the impact of disagreements on team dynamics and collaboration. Acknowledges the need for constructive dialogue but relies on others to mediate and resolve conflicts.	Demonstrates the ability to address minor conflicts by facilitating open discussions and promoting mutual understanding. Recognizes the cultural and organizational factors influencing conflicts and works toward aligning solutions with team and sustainability goals.	Demonstrates the ability to mediate conflicts by fostering trust, transparency, and collaboration. Integrates conflict resolution strategies into team processes, ensuring sustainable and constructive outcomes that enhance relationships and project success.	Demonstrates the ability to shape conflict resolution strategies at an organizational level, embedding them into governance structures and sustainability frameworks. Influences policies and fosters a culture of collaboration, ensuring conflicts drive innovation and long-term progress.
			Observable attitudes	● Listens to different viewpoints without escalating tensions. ● Seeks guidance when conflicts arise instead of addressing them	● Encourages open communication to de-escalate tensions. ● Proposes fair and balanced solutions to minor disputes.	● Leads mediation efforts to resolve conflicts constructively. ● Builds trust and transparency to prevent recurring	● Develops and implements conflict resolution frameworks in teams and organizations. ● Influences policies

		environmental and social goals.		● independently. ● Maintains a neutral and respectful attitude during disagreements.	● Considers different perspectives to align resolutions with shared objectives.	disputes. ● Ensures conflict resolution aligns with long-term collaboration and sustainability goals.	that promote constructive conflict management. ● Creates a culture where conflict is addressed proactively and leads to innovation.
	8. Planning and organizational skills	Planning and organizational skills are the abilities to effectively allocate and organize tasks, time, and resources to achieve specific goals. These skills involve setting objectives, collecting and organizing information, designing and coordinating systems or structures, adapting to dynamic environments, and practicing self-regulation to minimize inefficiencies and navigate complexities in academic, workplace, or organizational contexts.	Definition	Demonstrates a basic understanding of planning and organizational skills by recognizing the importance of structuring tasks and managing time effectively. Follows established plans but relies on others to set priorities and organize workflows.	Demonstrates the ability to independently plan and organize tasks by setting priorities, managing time efficiently, and adapting to changing circumstances. Contributes to team coordination and identifies ways to optimize workflows.	Demonstrates the ability to coordinate complex projects by integrating planning frameworks, optimizing resource allocation, and ensuring alignment with strategic objectives. Anticipates potential challenges and adapts plans proactively.	Demonstrates the ability to shape and implement planning and organizational strategies at a systemic level. Develops innovative frameworks that enhance efficiency, adaptability, and long-term impact while fostering a culture of structured yet flexible organization.
			Observable attitudes	● Completes assigned tasks within given deadlines when guided. ● Follows structured plans but struggles with adjusting to unexpected changes. ● Recognizes inefficiencies but requires support to address them.	● Manages workload effectively by setting priorities and deadlines. ● Adjusts plans when faced with new information or unexpected challenges. ● Proactively organizes tasks and resources to improve efficiency.	● Leads project planning efforts and optimizes team workflows. ● Anticipates risks and develops contingency plans. ● Ensures efficient use of time and resources to maximize productivity.	● Designs and implements scalable planning systems for teams and organizations. ● Drives strategic decision-making by aligning planning with long-term objectives. ● Fosters a culture of adaptability and continuous improvement in planning.
	9. Circular interdisciplinary collaboration	Circular interdisciplinary collaboration is the ability to integrate circular economy within broader collaborations, particularly in international, interdisciplinary, and online settings leading to entrepreneurially minded leadership, motivated by enthusiasm, and crucially, a credible approach to CE.	Definition	Demonstrates a basic understanding of circular interdisciplinary collaboration by recognizing the value of integrating circular economy principles within diverse teams. Participates in discussions but relies on others to lead and structure collaborative efforts.	Demonstrates the ability to actively contribute to circular interdisciplinary collaborations by aligning efforts with circular economy principles. Engages with international and cross-disciplinary teams, ensuring shared objectives and sustainable outcomes.	Demonstrates the ability to lead interdisciplinary teams by integrating circular economy principles into collaborative frameworks. Ensures effective coordination across different fields and fosters entrepreneurial leadership to drive sustainable innovation.	Demonstrates the ability to shape and drive systemic change by fostering high-impact circular interdisciplinary collaborations. Develops global partnerships, influences policy, and ensures that circular economy principles become embedded in international

							and cross-sectoral initiatives.
			Observable attitudes	• Engages in conversations about circular economy and interdisciplinary teamwork. • Demonstrates openness to different disciplines and international perspectives. • Supports team initiatives but does not yet take an active leadership role.	• Applies circular economy concepts within interdisciplinary collaborations. • Bridges gaps between different expertise areas to promote alignment. • Encourages knowledge-sharing and collective problem-solving.	• Leads initiatives that integrate circular economy into interdisciplinary projects. • Builds and maintains strong networks across disciplines and sectors. • Facilitates collaboration that aligns with sustainability and business objectives.	• Develops large-scale collaboration strategies that drive circular innovation. • Establishes thought leadership in circular interdisciplinary initiatives. • Influences policy and industry standards to promote sustainable collaboration.
SUSTAIN **Evolve phase that encompasses reflection on the continuity of the collaborative project.**	10. Adaptive management	Adaptive management is the ability integrating of the principles of adaptive management to solve issues of sustainability uncertainty, in which interventions are implemented, their effects monitored and evaluated, and the next intervention adapted according to knowledge gained using passive and active management.	Definition	Demonstrates a basic understanding of adaptive management by recognizing the importance of flexibility in addressing sustainability challenges. Follows established procedures and acknowledges the need for evaluation but relies on others to lead adaptation efforts.	Demonstrates the ability to apply adaptive management principles by monitoring interventions and suggesting adjustments based on observed outcomes. Engages in data-driven decision-making and supports continuous learning processes.	Demonstrates the ability to lead adaptive management processes by systematically integrating feedback loops, evaluating interventions, and ensuring alignment with long-term sustainability goals. Balances stability with the need for flexibility in decision-making.	Demonstrates the ability to embed adaptive management as a core principle in sustainability governance. Develops frameworks for continuous learning, ensures resilience in complex systems, and influences industry-wide adoption of adaptive approaches.
			Observable attitudes	• Accepts the need for change when faced with uncertainty. • Follows feedback and adjustments made by others. • Recognizes the value of monitoring but does not take initiative in evaluation.	• Identifies patterns and suggests improvements based on feedback. • Adjusts approaches in response to sustainability challenges. • Actively participates in evaluating and refining strategies.	• Leads teams in monitoring, evaluating, and refining strategies. • Anticipates challenges and proactively adjusts interventions. • Ensures that adaptation aligns with sustainability priorities and organizational goals.	• Establishes long-term strategies for adaptive management. • Shapes policies that integrate learning-based decision-making. • Promotes a culture of flexibility, resilience, and innovation.
	11. Capacity building and empowerment	Capacity building and empowerment is the process of activating consciousness, bridging relationships, and transforming practices into genuine cultural care. This transformation is rooted in an	Definition	Demonstrates a basic understanding of capacity building and empowerment by recognizing the importance of knowledge-sharing and	Demonstrates the ability to contribute to capacity-building efforts by actively sharing knowledge, fostering relationships, and supporting inclusive business	Demonstrates the ability to design and implement capacity-building initiatives that drive social inclusion and sustainable transformation. Integrates empowerment	Demonstrates the ability to lead large-scale capacity-building efforts that reshape business and social structures. Drives policies and initiatives that

		empowerment perspective, where knowledge and skills are shared with stakeholders. It emphasizes evolving business models that prioritize environmental and social responsibility and fosters social inclusion while greening the business, ensuring that development aligns with sustainable and inclusive principles.		inclusion. Engages in learning opportunities and supports empowerment efforts but relies on others to lead transformative initiatives.	models. Encourages stakeholder participation in sustainability-driven initiatives.	strategies into business models and fosters systemic change within organizations and communities.	embed empowerment into sustainability frameworks, ensuring long-term, systemic impact.
			Observable attitudes	● Participates in training and awareness-raising activities. ● Supports initiatives that promote knowledge-sharing and inclusion. ● Recognizes the value of empowering others but does not take initiative.	● Shares relevant knowledge and skills to support others' growth. ● Engages stakeholders in discussions on sustainable and inclusive practices. ● Promotes collaboration to strengthen community and organizational capacity.	● Develops training and mentorship programs that enhance empowerment. ● Strengthens networks to build long-term capacity for sustainable development. ● Aligns empowerment strategies with environmental and social responsibility.	● Develops and implements policies that institutionalize capacity building. ● Advocates for inclusive and sustainable business transformations. ● Influences industries and communities to adopt empowerment-driven models.
	12. Sustainability values	Sustainability values is the ability to identify, apply and align sustainability values, principles, and goals with internal and external stakeholders, without adopting any specific norm, but based on the good character of the person involved in solving sustainability issues, expressing care and concern for the wellbeing, paying attention to short-term as well as long term sustainable development.	Definition	Demonstrates a basic understanding of sustainability values by recognizing their importance in decision-making and interactions. Engages in sustainability discussions but relies on others to define and apply values in practice.	Demonstrates the ability to apply sustainability values in actions and decisions, ensuring alignment with short-term and long-term sustainability goals. Encourages ethical considerations in collaborations with internal and external stakeholders.	Demonstrates the ability to align sustainability values across teams and organizations, fostering a culture of ethical responsibility. Bridges different perspectives to integrate sustainability principles into strategies and collaborations.	Demonstrates the ability to shape and promote sustainability values at a systemic level, influencing policies, strategies, and cultural norms. Ensures that sustainability principles guide large-scale decision-making and long-term impact.
			Observable attitudes	● Acknowledges the importance of sustainability in ethical decision-making. ● Demonstrates care for environmental and social well-being. ● Follows sustainability principles when guided by others.	● Integrates sustainability values into everyday decision-making. ● Promotes discussions on ethical and responsible sustainability practices. ● Ensures that personal and professional actions reflect care for sustainability.	● Advocates for ethical and sustainability-driven decision-making. ● Aligns sustainability values with organizational and stakeholder goals. ● Creates inclusive dialogues to reinforce shared sustainability commitments.	● Embeds sustainability values into policies, governance, and leadership. ● Inspires stakeholders to adopt ethical and sustainable practices. ● Leads cultural transformation by making sustainability values central to decision-making.

Competence Framework

Systems-thinking competency				
Systems-thinking competency is the ability to identify and analyze complex systems and their interdependencies, including feedback loops, non-linearities, and boundaries across various fields (people, planet, profit). It enables individuals to synthesize information, anticipate unintended consequences, and identify leverage points to address sustainability challenges holistically.				
LEVELS	**Level 1: Awareness & Participation**	**Level 2: Contribution & Alignment**	**Level 3: Facilitation & Integration**	**Level 4: Leadership & Transformation**
DEFINITION	Demonstrates a foundational understanding of systems by identifying basic elements, relationships, and boundaries within a system. Recognizes that actions in one area may influence others.	Able to map and analyze system components, identify feedback loops, and recognize non-linear behaviors. Can explain how interdependencies influence outcomes and boundaries in systems.	Applies systems-thinking to diagnose challenges, propose interventions, and anticipate outcomes in complex systems. Identifies leverage points for change and integrates diverse perspectives for a holistic understanding.	Exemplifies advanced systems-thinking by designing and leading initiatives that address sustainability challenges holistically. Anticipates systemic risks and opportunities, integrating cross-disciplinary insights for transformative change.
BEHAVIOURS	**LEVEL 1** ● Displays curiosity about how components of a system interact. ● Asks questions to clarify relationships and interdependencies. ● Shows openness to the idea that systems have feedback loops and unintended consequences.	**LEVEL 2** ● Seeks to understand the underlying structure of systems. ● Demonstrates critical thinking in identifying cause-effect relationships. ● Exhibits patience in analyzing complex or evolving systems without jumping to conclusions.	**LEVEL 3** ● Collaborates with others to gather multiple viewpoints on system dynamics. ● Anticipates and evaluates potential unintended consequences of interventions. ● Embraces complexity and uncertainty as part of problem-solving.	**LEVEL 4** ● Champions holistic and sustainable approaches to decision-making. ● Demonstrates resilience and adaptability when faced with dynamic systems. ● Inspires others to consider systemic impacts and leverage points in their actions.

Strategic vision (collaborative perspective)

Strategic vision in a collaborative context is the capacity to unite diverse perspectives, fostering shared understanding and consensus on long-term goals while remaining adaptable to emerging challenges. It involves leveraging collective intelligence to design actionable pathways toward a desired future, promoting inclusivity, responsibility, and alignment among stakeholders. This vision also emphasizes stakeholder engagement in green collaboration and includes the strategic ability to organize alliances and map stakeholder needs, ensuring that actions are both sustainable and aligned with shared priorities.

LEVELS	**Level 1: Awareness & Participation**	**Level 2: Contribution & Alignment**	**Level 3: Facilitation & Integration**	**Level 4: Leadership & Transformation**
DEFINITION	Demonstrates a basic understanding of collaborative strategic vision by recognizing the value of diverse perspectives. Engages in discussions about long-term goals and acknowledges the impact of stakeholder needs and sustainability but relies on others to lead.	Demonstrates the ability to contribute actively by aligning goals with stakeholder needs and sustainability priorities. Identifies collaboration opportunities and fosters inclusivity in decision-making to build consensus on shared objectives.	Demonstrates the ability to lead collaborative planning by integrating stakeholder needs into long-term strategies. Builds alliances, ensures sustainable collaboration, and adapts strategies to emerging challenges while maintaining shared objectives.	Demonstrates the ability to shape and drive a unifying strategic vision by fostering broad consensus and long-term collaboration. Establishes frameworks for sustainability, anticipates trends, and influences policy through strategic partnerships.
BEHAVIOURS	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4
	● Listens actively and expresses openness to different viewpoints. ● Contributes to team discussions when prompted. ● Recognizes the role of sustainability but does not apply it independently.	● Shares insights that enhance strategic discussions. ● Seeks and integrates diverse perspectives. ● Advocates for partnerships and collaborative efforts.	● Leads discussions that align diverse perspectives. ● Builds trust and cooperation among stakeholders. ● Anticipates challenges and adjusts strategies proactively.	● Inspires and mobilizes stakeholders around a shared vision. ● Develops systems that sustain collaboration and innovation. ● Influences decision-making and fosters large-scale impact.

Circular project management

Circular project management is a strategic approach to planning and executing projects that align with circular economy principles by extending product life cycles, optimizing resource flows, and minimizing waste. It incorporates closed-loop processes, prioritizes material recovery and reuse, and integrates environmental, economic, and social sustainability considerations throughout the project lifecycle.

LEVELS	**Level 1: Awareness & Participation**	**Level 2: Contribution & Alignment**	**Level 3: Facilitation & Integration**	**Level 4: Leadership & Transformation**
DEFINITION	Demonstrates a basic understanding of circular project management by recognizing the importance of minimizing waste and optimizing resources. Participates in project discussions related to sustainability but follows established processes rather than actively shaping them.	Demonstrates the ability to integrate circular economy principles into project planning and execution. Identifies opportunities to optimize resource flows, extend product life cycles, and reduce environmental impact while ensuring alignment with project objectives.	Demonstrates the ability to lead circular project management efforts by embedding closed-loop processes and sustainability metrics into project frameworks. Engages stakeholders to ensure circularity goals are met while balancing economic and social considerations.	Demonstrates the ability to drive systemic change by embedding circular project management as a standard practice. Develops long-term strategies that integrate sustainability, innovation, and cross-sector collaboration, influencing industry-wide adoption of circular principles.
BEHAVIOURS	LEVEL 1 ● Shows interest in circular economy principles and their application in projects. ● Supports waste reduction and resource efficiency initiatives when guided. ● Acknowledges sustainability goals but relies on others to implement them.	LEVEL 2 ● Proposes improvements to enhance sustainability in project workflows. ● Actively seeks ways to minimize waste and improve material recovery. ● Ensures that project decisions consider environmental and economic sustainability.	LEVEL 3 ● Leads initiatives to implement circular economy strategies in projects. ● Builds partnerships to enhance material recovery and reuse. ● Adapts project plans to maximize sustainability while ensuring efficiency.	LEVEL 4 ● Advocates for circular project management at a strategic level. ● Establishes frameworks that institutionalize closed-loop systems. ● Influences policy and industry standards to promote circular economy practices.

Alliance design

Alliance design involves the deliberate planning and structuring of inter-organizational partnerships by defining roles, responsibilities, and governance mechanisms. It aims to facilitate coordination, build trust, and optimize resource sharing to achieve strategic objectives and manage interdependencies effectively between partner organizations. Additionally, it incorporates skills for creating horizontal networking to achieve SDG goals and emphasizes networking skills to build strong professional connections, ensuring alliances contribute to sustainable development and long-term collaborative success.

LEVELS	**Level 1: Awareness & Participation**	**Level 2: Contribution & Alignment**	**Level 3: Facilitation & Integration**	**Level 4: Leadership & Transformation**
DEFINITION	Demonstrates a basic understanding of alliance design by recognizing the importance of partnerships in achieving strategic objectives. Participates in discussions on collaboration but relies on others to structure and formalize partnerships.	Demonstrates the ability to contribute to alliance formation by identifying potential partners and supporting the definition of roles and responsibilities. Actively engages in networking and coordination efforts to align alliances with strategic and sustainability goals.	Demonstrates the ability to lead alliance development by structuring partnerships with clear governance mechanisms and trust-building processes. Ensures effective resource sharing and inter-organizational coordination while aligning alliances with sustainable development goals.	Demonstrates the ability to design and drive high-impact alliances that foster systemic change and cross-sector collaboration. Shapes strategic partnership ecosystems, influences industry-wide networking practices, and ensures alliances contribute to long-term sustainability and innovation.
BEHAVIOURS	LEVEL 1 ● Engages in conversations about partnerships and networking. ● Supports team efforts in coordinating with external stakeholders. ● Recognizes the value of collaboration but does not yet initiate alliances.	LEVEL 2 ● Identifies and suggests potential partners based on strategic objectives. ● Contributes to defining roles, responsibilities, and governance structures. ● Actively participates in professional networking to strengthen collaboration.	LEVEL 3 ● Establishes governance frameworks that optimize coordination and trust. ● Builds and manages partnerships to ensure long-term collaborative success. ● Aligns alliance objectives with sustainability and SDG goals.	LEVEL 4 ● Develops large-scale partnership strategies that drive long-term impact. ● Influences policy and industry practices for sustainable alliance design. ● Establishes professional networks that enhance cross-sector collaboration.

Interpersonal Skills				
Interpersonal skills are personal attributes and abilities that facilitate effective and harmonious social interactions, including communication (both oral and written), conflict resolution, teamwork, leadership, and emotional intelligence, enabling individuals to build and maintain productive relationships.				
LEVELS	**Level 1: Awareness & Participation**	**Level 2: Contribution & Alignment**	**Level 3: Facilitation & Integration**	**Level 4: Leadership & Transformation**
DEFINITION	Demonstrates a basic understanding of interpersonal skills by recognizing the importance of clear communication, teamwork, and respectful interactions. Engages in social exchanges but may require guidance in managing conflicts or expressing ideas effectively.	Demonstrates the ability to communicate effectively, collaborate with others, and contribute to a positive team dynamic. Recognizes different perspectives, adapts communication styles accordingly, and takes initiative in resolving minor conflicts.	Demonstrates strong emotional intelligence and the ability to foster collaboration by facilitating discussions, mediating conflicts, and building trust. Encourages open communication and supports others in developing their interpersonal skills.	Demonstrates the ability to inspire and influence others through exceptional interpersonal skills. Creates a culture of trust, inclusion, and collaboration, using advanced emotional intelligence and leadership to drive collective success.
BEHAVIOURS	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4
	● Listens attentively and responds appropriately in conversations. ● Cooperates with others and contributes to group efforts when prompted. ● Shows respect and openness but may struggle with conflict resolution.	● Expresses ideas clearly and adapts communication to different audiences. ● Engages in active listening and considers diverse viewpoints. ● Handles minor conflicts constructively and promotes teamwork.	● Mediates conflicts and promotes a constructive resolution process. ● Builds trust and encourages open, transparent communication. ● Supports and mentors others in strengthening their interpersonal skills.	● Inspires and motivates others through strong communication and leadership. ● Cultivates a culture of trust, inclusivity, and psychological safety. ● Influences and negotiates effectively in complex interpersonal situations.

Norms, regulation, policies and procedures of sustainability				
Norms, regulations, policies, and procedures of sustainability are a comprehensive framework of formal and informal guidelines, rules, and systems that collectively govern individual and organizational behaviour to promote sustainable practices. Norms represent shared expectations and unwritten social rules, regulations provide authoritative legal boundaries enforced by institutions, and policies establish strategic principles to guide decision-making and achieve rational outcomes. Procedures of sustainability involve systematic processes designed to integrate environmental, social, and economic considerations into organizational operations. Together, these elements ensure compliance, enhance environmental performance, and embed sustainability principles into decision-making and implementation, fostering a balanced approach to societal, environmental, and economic development.				
LEVELS	**Level 1: Awareness & Participation**	**Level 2: Contribution & Alignment**	**Level 3: Facilitation & Integration**	**Level 4: Leadership & Transformation**
DEFINITION	Demonstrates a basic understanding of sustainability norms, regulations, policies, and procedures by recognizing their role in guiding sustainable practices. Follows established guidelines but relies on others to interpret and apply them in decision-making.	Demonstrates the ability to interpret and apply sustainability norms and policies within organizational processes. Identifies areas for improvement in compliance and sustainability performance and supports alignment with legal and strategic frameworks.	Demonstrates the ability to integrate sustainability norms, regulations, and policies into organizational strategies. Leads compliance efforts, ensures sustainability principles are embedded in decision-making, and collaborates with stakeholders to enhance adherence and effectiveness.	Demonstrates the ability to influence and shape sustainability governance at a systemic level. Develops and refines sustainability policies, drives regulatory advancements, and advocates for industry-wide adoption of sustainable norms and practices.
BEHAVIOURS	LEVEL 1 ● Acknowledges the importance of sustainability regulations and policies. ● Adheres to existing procedures without questioning or modifying them. ● Seeks guidance when encountering sustainability-related compliance issues.	LEVEL 2 ● Applies relevant regulations and policies in decision-making. ● Identifies gaps or inefficiencies in sustainability procedures. ● Promotes awareness of sustainability guidelines within teams.	LEVEL 3 ● Ensures organizational compliance with sustainability regulations. ● Leads initiatives to improve sustainability policies and procedures. ● Engages stakeholders in discussions on regulatory and policy alignment.	LEVEL 4 ● Develops and influences sustainability policies at an organizational or industry level. ● Advocates for stronger regulatory frameworks and compliance mechanisms. ● Shapes sustainability governance and integrates it into strategic decision-making.

Conflict Resolution

Conflict resolution is the process of addressing and managing disagreements or disputes through the identification and implementation of effective strategies. It requires understanding and considering the cultural dimensions, team dynamics, and organizational contexts that influence how conflicts are perceived and resolved. Additionally, it incorporates the ability to build trust and transparency in green collaboration activities, fostering collaboration, improving relationships, and promoting sustainable outcomes in alignment with environmental and social goals.

LEVELS	**Level 1: Awareness & Participation**	**Level 2: Contribution & Alignment**	**Level 3: Facilitation & Integration**	**Level 4: Leadership & Transformation**
DEFINITION	Demonstrates a basic understanding of conflict resolution by recognizing the impact of disagreements on team dynamics and collaboration. Acknowledges the need for constructive dialogue but relies on others to mediate and resolve conflicts.	Demonstrates the ability to address minor conflicts by facilitating open discussions and promoting mutual understanding. Recognizes the cultural and organizational factors influencing conflicts and works toward aligning solutions with team and sustainability goals.	Demonstrates the ability to mediate conflicts by fostering trust, transparency, and collaboration. Integrates conflict resolution strategies into team processes, ensuring sustainable and constructive outcomes that enhance relationships and project success.	Demonstrates the ability to shape conflict resolution strategies at an organizational level, embedding them into governance structures and sustainability frameworks. Influences policies and fosters a culture of collaboration, ensuring conflicts drive innovation and long-term progress.
BEHAVIOURS	LEVEL 1 ● Listens to different viewpoints without escalating tensions. ● Seeks guidance when conflicts arise instead of addressing them independently. ● Maintains a neutral and respectful attitude during disagreements.	LEVEL 2 ● Encourages open communication to de-escalate tensions. ● Proposes fair and balanced solutions to minor disputes. ● Considers different perspectives to align resolutions with shared objectives.	LEVEL 3 ● Leads mediation efforts to resolve conflicts constructively. ● Builds trust and transparency to prevent recurring disputes. ● Ensures conflict resolution aligns with long-term collaboration and sustainability goals.	LEVEL 4 ● Develops and implements conflict resolution frameworks in teams and organizations. ● Influences policies that promote constructive conflict management. ● Creates a culture where conflict is addressed proactively and leads to innovation.

Planning and organizational skills				
Planning and organizational skills are the abilities to effectively allocate and organize tasks, time, and resources to achieve specific goals. These skills involve setting objectives, collecting and organizing information, designing and coordinating systems or structures, adapting to dynamic environments, and practicing self-regulation to minimize inefficiencies and navigate complexities in academic, workplace, or organizational contexts.				
LEVELS	**Level 1: Awareness & Participation**	**Level 2: Contribution & Alignment**	**Level 3: Facilitation & Integration**	**Level 4: Leadership & Transformation**
DEFINITION	Demonstrates a basic understanding of planning and organizational skills by recognizing the importance of structuring tasks and managing time effectively. Follows established plans but relies on others to set priorities and organize workflows.	Demonstrates the ability to independently plan and organize tasks by setting priorities, managing time efficiently, and adapting to changing circumstances. Contributes to team coordination and identifies ways to optimize workflows.	Demonstrates the ability to coordinate complex projects by integrating planning frameworks, optimizing resource allocation, and ensuring alignment with strategic objectives. Anticipates potential challenges and adapts plans proactively.	Demonstrates the ability to shape and implement planning and organizational strategies at a systemic level. Develops innovative frameworks that enhance efficiency, adaptability, and long-term impact while fostering a culture of structured yet flexible organization.
BEHAVIOURS	LEVEL 1 ● Completes assigned tasks within given deadlines when guided. ● Follows structured plans but struggles with adjusting to unexpected changes. ● Recognizes inefficiencies but requires support to address them.	LEVEL 2 ● Manages workload effectively by setting priorities and deadlines. ● Adjusts plans when faced with new information or unexpected challenges. ● Proactively organizes tasks and resources to improve efficiency.	LEVEL 3 ● Leads project planning efforts and optimizes team workflows. ● Anticipates risks and develops contingency plans. ● Ensures efficient use of time and resources to maximize productivity.	LEVEL 4 ● Designs and implements scalable planning systems for teams and organizations. ● Drives strategic decision-making by aligning planning with long-term objectives. ● Fosters a culture of adaptability and continuous improvement in planning.

Circular interdisciplinary collaboration				
Circular interdisciplinary collaboration is the ability to integrate circular economy within broader collaborations, particularly in international, interdisciplinary, and online settings leading to entrepreneurially minded leadership, motivated by enthusiasm, and crucially, a credible approach to CE.				
LEVELS	**Level 1: Awareness & Participation**	**Level 2: Contribution & Alignment**	**Level 3: Facilitation & Integration**	**Level 4: Leadership & Transformation**
DEFINITION	Demonstrates a basic understanding of circular interdisciplinary collaboration by recognizing the value of integrating circular economy principles within diverse teams. Participates in discussions but relies on others to lead and structure collaborative efforts.	Demonstrates the ability to actively contribute to circular interdisciplinary collaborations by aligning efforts with circular economy principles. Engages with international and cross-disciplinary teams, ensuring shared objectives and sustainable outcomes.	Demonstrates the ability to lead interdisciplinary teams by integrating circular economy principles into collaborative frameworks. Ensures effective coordination across different fields and fosters entrepreneurial leadership to drive sustainable innovation.	Demonstrates the ability to shape and drive systemic change by fostering high-impact circular interdisciplinary collaborations. Develops global partnerships, influences policy, and ensures that circular economy principles become embedded in international and cross-sectoral initiatives.
BEHAVIOURS	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4
	● Engages in conversations about circular economy and interdisciplinary teamwork. ● Demonstrates openness to different disciplines and international perspectives. ● Supports team initiatives but does not yet take an active leadership role.	● Applies circular economy concepts within interdisciplinary collaborations. ● Bridges gaps between different expertise areas to promote alignment. ● Encourages knowledge-sharing and collective problem-solving.	● Leads initiatives that integrate circular economy into interdisciplinary projects. ● Builds and maintains strong networks across disciplines and sectors. ● Facilitates collaboration that aligns with sustainability and business objectives.	● Develops large-scale collaboration strategies that drive circular innovation. ● Establishes thought leadership in circular interdisciplinary initiatives. ● Influences policy and industry standards to promote sustainable collaboration.

Adaptive management				
Adaptive management is the ability integrating of the principles of adaptive management to solve issues of sustainability uncertainty, in which interventions are implemented, their effects monitored and evaluated, and the next intervention adapted according to knowledge gained using passive and active management.				
LEVELS	**Level 1: Awareness & Participation**	**Level 2: Contribution & Alignment**	**Level 3: Facilitation & Integration**	**Level 4: Leadership & Transformation**
DEFINITION	Demonstrates a basic understanding of adaptive management by recognizing the importance of flexibility in addressing sustainability challenges. Follows established procedures and acknowledges the need for evaluation but relies on others to lead adaptation efforts.	Demonstrates the ability to apply adaptive management principles by monitoring interventions and suggesting adjustments based on observed outcomes. Engages in data-driven decision-making and supports continuous learning processes.	Demonstrates the ability to lead adaptive management processes by systematically integrating feedback loops, evaluating interventions, and ensuring alignment with long-term sustainability goals. Balances stability with the need for flexibility in decision-making.	Demonstrates the ability to embed adaptive management as a core principle in sustainability governance. Develops frameworks for continuous learning, ensures resilience in complex systems, and influences industry-wide adoption of adaptive approaches.
BEHAVIOURS	LEVEL 1 ● Accepts the need for change when faced with uncertainty. ● Follows feedback and adjustments made by others. ● Recognizes the value of monitoring but does not take initiative in evaluation.	LEVEL 2 ● Identifies patterns and suggests improvements based on feedback. ● Adjusts approaches in response to sustainability challenges. ● Actively participates in evaluating and refining strategies.	LEVEL 3 ● Leads teams in monitoring, evaluating, and refining strategies. ● Anticipates challenges and proactively adjusts interventions. ● Ensures that adaptation aligns with sustainability priorities and organizational goals.	LEVEL 4 ● Establishes long-term strategies for adaptive management. ● Shapes policies that integrate learning-based decision-making. ● Promotes a culture of flexibility, resilience, and innovation.

Capacity building and empowerment				
Capacity building and empowerment is the process of activating consciousness, bridging relationships, and transforming practices into genuine cultural care. This transformation is rooted in an empowerment perspective, where knowledge and skills are shared with stakeholders. It emphasizes evolving business models that prioritize environmental and social responsibility and fosters social inclusion while greening the business, ensuring that development aligns with sustainable and inclusive principle				
LEVELS	**Level 1: Awareness & Participation**	**Level 2: Contribution & Alignment**	**Level 3: Facilitation & Integration**	**Level 4: Leadership & Transformation**
DEFINITION	Demonstrates a basic understanding of capacity building and empowerment by recognizing the importance of knowledge-sharing and inclusion. Engages in learning opportunities and supports empowerment efforts but relies on others to lead transformative initiatives.	Demonstrates the ability to contribute to capacity-building efforts by actively sharing knowledge, fostering relationships, and supporting inclusive business models. Encourages stakeholder participation in sustainability-driven initiatives.	Demonstrates the ability to design and implement capacity-building initiatives that drive social inclusion and sustainable transformation. Integrates empowerment strategies into business models and fosters systemic change within organizations and communities.	Demonstrates the ability to lead large-scale capacity-building efforts that reshape business and social structures. Drives policies and initiatives that embed empowerment into sustainability frameworks, ensuring long-term, systemic impact.
BEHAVIOURS	LEVEL 1 ● Participates in training and awareness-raising activities. ● Supports initiatives that promote knowledge-sharing and inclusion. ● Recognizes the value of empowering others but does not take initiative.	LEVEL 2 ● Shares relevant knowledge and skills to support others' growth. ● Engages stakeholders in discussions on sustainable and inclusive practices. ● Promotes collaboration to strengthen community and organizational capacity.	LEVEL 3 ● Develops training and mentorship programs that enhance empowerment. ● Strengthens networks to build long-term capacity for sustainable development. ● Aligns empowerment strategies with environmental and social responsibility.	LEVEL 4 ● Develops and implements policies that institutionalize capacity building. ● Advocates for inclusive and sustainable business transformations. ● Influences industries and communities to adopt empowerment-driven models.

Sustainability values				
Sustainability values is the ability to identify, apply and align sustainability values, principles, and goals with internal and external stakeholders, without adopting any specific norm, but based on the good character of the person involved in solving sustainability issues, expressing care and concern for the wellbeing, paying attention to short-term as well as long term sustainable development.				
LEVELS	**Level 1: Awareness & Participation**	**Level 2: Contribution & Alignment**	**Level 3: Facilitation & Integration**	**Level 4: Leadership & Transformation**
DEFINITION	Demonstrates a basic understanding of sustainability values by recognizing their importance in decision-making and interactions. Engages in sustainability discussions but relies on others to define and apply values in practice.	Demonstrates the ability to apply sustainability values in actions and decisions, ensuring alignment with short-term and long-term sustainability goals. Encourages ethical considerations in collaborations with internal and external stakeholders.	Demonstrates the ability to align sustainability values across teams and organizations, fostering a culture of ethical responsibility. Bridges different perspectives to integrate sustainability principles into strategies and collaborations.	Demonstrates the ability to shape and promote sustainability values at a systemic level, influencing policies, strategies, and cultural norms. Ensures that sustainability principles guide large-scale decision-making and long-term impact.
BEHAVIOURS	LEVEL 1 ● Acknowledges the importance of sustainability in ethical decision-making. ● Demonstrates care for environmental and social well-being. ● Follows sustainability principles when guided by others.	LEVEL 2 ● Integrates sustainability values into everyday decision-making. ● Promotes discussions on ethical and responsible sustainability practices. ● Ensures that personal and professional actions reflect care for sustainability.	LEVEL 3 ● Advocates for ethical and sustainability-driven decision-making. ● Aligns sustainability values with organizational and stakeholder goals. ● Creates inclusive dialogues to reinforce shared sustainability commitments.	LEVEL 4 ● Embeds sustainability values into policies, governance, and leadership. ● Inspires stakeholders to adopt ethical and sustainable practices. ● Leads cultural transformation by making sustainability values central to decision-making.

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