MOO Mirror Mission
Cities Hub Romania

# GREEN MINDSETS

IMPLEMENTATION
MANUAL

HUB UrbanizeHub

SHAPING THE FUTURE OF CITIES TOGETHER!

A METHODOLOGY FOR HUMAN DEVELOPMENT IN NET ZERO TEAMS

IMPLEMENTATION MANUAL
Green Mindsets: A Methodology for Human Development in Net Zero Teams

This methodology has been created and published as part of the project called "Towards Climate-Neutral and Smart Cities through Mutual Learning, Engagement and Capacity-Building" (2024-2025) in collaboration with M100 Mirror Mission Cities Hub Romania.

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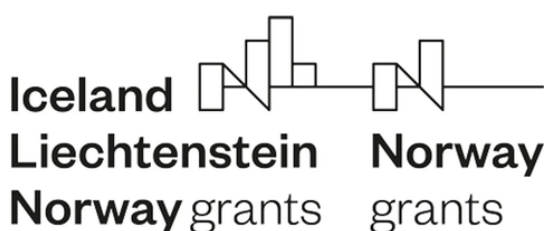
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A PORTRAIT

OF
A NET ZERO TEAM

The Green Mindsets: Human Capital Powering Net Zero Teams

Portrait of a Net Zero Team
A Strategic Human Capital Model for Climate-Aligned Transformation

A net zero team is a strategically composed, multidisciplinary group working collaboratively to advance solutions that lead to climate neutrality. In academic and research settings, such teams aim to generate knowledge, drive innovation, and implement systemic change to reduce greenhouse gas emissions across sectors.

1. Multidisciplinary Expertise
The strength of a net zero team lies in its diverse academic and professional backgrounds. Typical expertise areas include:
- Environmental science and engineering, for emissions modeling, mitigation pathways, and sustainability assessments;
- Energy systems, focusing on renewables, efficiency, and smart technologies;
- Economics and public policy, to analyze cost-effectiveness, incentives, and regulatory frameworks;
- Social sciences, for understanding human behavior, equity, and public engagement;
- Data science and digital tools, to enable simulations, forecasting, and optimization;
- Urban and infrastructure planning, to support low-carbon development and resilient communities.

This breadth ensures a comprehensive approach to complex climate challenges.

2. Systemic and Impact-Oriented Thinking
Net zero goals require a shift from isolated interventions to integrated strategies. A strong team adopts a systems perspective

–considering energy, land use, mobility, industry, and society as interconnected parts. Their work is oriented toward measurable impact, such as emissions reductions, improved resource efficiency, and sustainable transitions.

3. Collaboration and Inclusion

A net zero team thrives on collaboration. Effective teams bring together:
- Academic institutions, research centers, and technical experts;
- Public and private sector partners;
- Non-governmental organizations and local communities;
- Diverse cultural, geographical, and gender perspectives.

This inclusive approach fosters creativity, legitimacy, and real-world relevance.

### 4. Focus on Innovation and Practical Application

Innovation is at the heart of net zero work. Teams often develop or adapt:
- Clean technologies, such as low-carbon fuels, energy storage, and carbon capture;
- Digital innovations, like AI-enabled optimization or digital twins for infrastructure;
- Nature-based solutions and circular economy models.

Their research is often applied, addressing real-world problems, with a view toward upscaling and replicability.

5. Strong Management and Communication

Effective project delivery is essential, especially when working across institutions or applying for competitive funding. Key capabilities include:
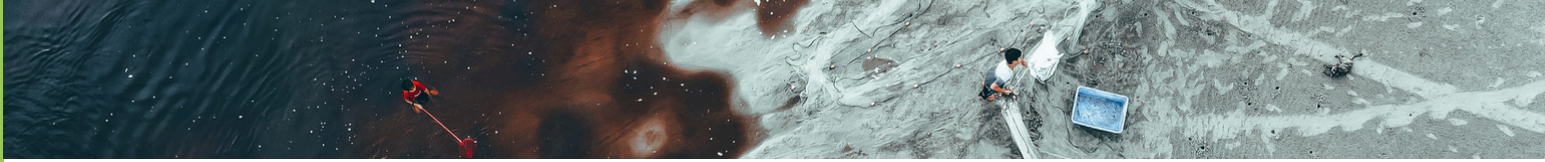
- Coordinated leadership and transparent governance;
- Skilled project and financial management;
- Clear communication and outreach to ensure visibility, engagement, and knowledge transfer;
- Commitment to openness, ethics, and responsible research practices.

6. Stakeholder Engagement and Policy Relevance

A defining feature of a net zero team is its engagement with those affected by, or capable of influencing, climate outcomes. Teams work with:

- Policymakers to inform evidence-based regulations;
- Citizens to ensure solutions are socially accepted and equitable;
- Industry to foster adoption and innovation;
- Local authorities to support place-based transitions.

In summary, a net zero team is more than a group of experts—it is a dynamic, collaborative force for change. By combining scientific rigor, systems thinking, and real-world relevance, such teams play a pivotal role in the transition to a climate-neutral and sustainable future.

ABOUT
THE MANUAL

GREEN MINDESTS METHODOLOGY

"Green Mindsets: A Methodology for Human Development in Net Zero Teams" is a strategic and hands-on guide designed to support the transformation of teams into sustainable, adaptive, and climate-aligned units. Developed as part of the European project "Towards Climate-Neutral and Smart Cities through Mutual Learning, Engagement and Capacity-Building" (2024–2025), this manual introduces a forward-thinking methodology centered on human development as a key enabler of systemic change.

This manual begins by asking a simple but powerful question:

How can our teams align with climate goals by enhancing collaboration and innovation?

Purpose

This is more than a toolkit–it's a structured, four-phase process that guides teams from diagnosis to action and beyond, fostering a new culture of climate-conscious, people-powered transformation:

1. **Assessment** – Understand current readiness, climate literacy, psychological safety, and capability gaps.
2. **Co-Design** – Collaboratively create roles, rituals, and systems that match purpose with practice.
3. **Implementation** – Integrate new behaviors and structures into everyday workflows with clarity and intention.
4. **Monitoring & Evaluation** – Track growth, measure impact, and adapt through data-driven reflection.

Who Is It For?

This manual is built for team leaders, HR professionals, transformation coaches, organizational facilitators, and all those engaged in the journey toward climate-smart, resilient organizations. It is applicable in public institutions, companies, NGOs, and innovation-driven local ecosystems.

Why "Green Mindsets"?

Because sustainability is not just about policy or technology–it's about the people that act, live and deliver what the sustainability projects advocate for. It's also about how we think, how we collaborate, how we make decisions, and how we adapt to complexity. This manual offers a clear roadmap to develop teams that are capable of acting with courage, clarity, and care for the future.

PHASE 1

ASSESSEMENT

The Green Mindsets: Human Capital Powering Net Zero Teams

PHASE 1. THE ASSESSEMENT

Purpose
To diagnose the current state of human and organizational readiness for Net Zero alignment. This is the foundation for all strategic interventions and a prerequisite for transformation.

Objectives
- Identify gaps in climate literacy, soft and hard skills
- Evaluate team dynamics, psychological safety, and cognitive diversity
- Analyze leadership mindsets and change-readiness
- Assess cultural alignment with sustainability goals

Responsible Professionals
- Organizational Development Coach
- HR Business Partners
- Learning & Development Lead
- External Evaluators (optional for diagnostic integrity)

Key Tools & Instruments
1. Climate Literacy & Skills Tests
2. Big Five Personality Framework (OCEAN)
3. Enneagram Typology
4. Decision-Making & Cognitive Style Assessments
5. Team Dynamics
6. Capability Mapping

What the Instruments Measure

1. Climate knowledge & role relevance
2. Psychological profiles (motivation, collaboration, risk tolerance)
3. Cognitive processing styles
4. Trust, inclusion, and safety within teams
5. Systemic leadership behavior
6. Competency gaps

Data Collection

- Digital self-assessments (e.g., psychometrics, knowledge tests)
- Focus groups and interviews
- Anonymous pulse surveys
- Observational data from workshops
- Network analysis (internal connections, influence points)

Recommendations

- Prioritize anonymity and psychological safety
- Include leadership in assessments (model vulnerability)
- Use external facilitators if internal culture is hierarchical
- Adapt tools to local cultural context

Weak Points / Risks

- Resistance to introspection
- Tool fatigue if over-assessed
- Misinterpretation of psychometrics without expert facilitation
- Biased data from hierarchical power structures

THE TOOLS

The Green Mindsets: Human Capital Powering Net Zero Teams

1. CLIMATE LITERACY TEST

1. I understand the causes and effects of climate change.
2. I can explain the difference between mitigation and adaptation.
3. I am aware of the greenhouse gas emissions associated with my industry.
4. I understand how human activities contribute to climate change.
5. I am familiar with the UN Sustainable Development Goals (SDGs).
6. I can identify how sustainability principles apply to my role.
7. I understand circular economy concepts (e.g., reduce, reuse, recycle).
8. I am knowledgeable about my organization's climate and sustainability commitments.
9. I can make decisions in my role that positively impact the environment.
10. I know how to measure or reduce the environmental impact of my work.
11. I actively seek out ways to improve environmental practices in my team.
12. I feel confident communicating climate-related information to others.

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KPIs Summary

- Climate Literacy Score – Total score from all 12 items (Target: $\geqslant$ 84 points)
- Section A (Items 1–4): Climate knowledge (Target: $\geqslant$ 28 points)
- Section B (Items 5–8): Sustainability awareness (Target: $\geqslant$ 28 points)
- Section C (Items 9–12): Role-based application (Target: $\geqslant$ 28 points)
- Action Readiness: Items 9–12 all scored $\geqslant$ 8
- Awareness Strength: Items 1–8 all scored $\geqslant$ 8
- Knowledge Gap: Any item scored $\leqslant$ 5 (Flag for review)

2. BIG FIVE (OCEAN)

01. I enjoy trying new foods, places, and experiences.
02. I am full of ideas and love brainstorming.
03. I often think about abstract concepts.
04. I am curious about how things work.
05. I enjoy artistic and creative experiences.
06. I value intellectual discussions.
07. I have a vivid imagination.
08. I enjoy philosophical debates.
09. I like exploring unfamiliar topics or hobbies.
10. I appreciate beauty in art and nature.
11. I get bored by routine or predictable experiences.
12. I like thinking about the future and possibilities.
13. I am always prepared.
14. I follow a schedule diligently.
15. I set goals and work hard to achieve them.
16. I am reliable and can be counted on.
17. I pay attention to details.
18. I complete tasks thoroughly.
19. I avoid making impulsive decisions.
20. I finish work before relaxing.
21. I rarely forget appointments or deadlines.
22. I stay focused even when distractions arise.
23. I think carefully before acting.
24. I keep my surroundings clean and organized.
25. I enjoy being around people.

26. I feel energized at social events.

27. I talk a lot in group settings.

28. I enjoy being the center of attention.

29. I have a wide circle of friends and acquaintances.

30. I seek excitement and adventure.

31. I like meeting new people.

32. I am outgoing and sociable.

33. I find it easy to start conversations.

34. I express my thoughts and emotions openly.

35. I often take the lead in group activities.

36. I enjoy participating in lively discussions.

37. I try to see things from other people's perspectives.

38. I care about the well-being of others.

39. I often help people, even if it's inconvenient.

40. I sympathize with others' feelings.

41. I believe most people are good at heart.

42. I avoid arguments and conflicts.

43. I am generous with my time and resources.

44. I am patient with others.

45. I trust people easily.

46. I work well in team environments.

47. I avoid criticizing others unnecessarily.

48. I try to get along with everyone.

49. I get stressed out easily.

50. I worry about the future.

51. I often feel overwhelmed.

52. I am easily irritated or frustrated.

53. I experience mood swings.

54. I often feel anxious, even without clear reason.

55. I tend to dwell on my mistakes.

56. I feel insecure in unfamiliar situations.
57. I struggle to stay calm under pressure.
58. I often second-guess myself.
59. I get upset when things don't go as planned.
60. I find it hard to relax after a stressful event.

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KPIs Summary

Total Score: Sum of all 60 items (Target: $\geq$ 420 points out of 600)

Average per item: Target $\geq$ 7.0 (on a scale of 1–10)

Openness to Experience

Items: 01–12 (Target: $\geq$ 84 points)
- Creative Thinking Strength: All items 01–06 scored $\geq$ 8
- Learning & Exploration Readiness: Items 07–12 scored $\geq$ 8
- Low Openness Flag: Any item 01–12 scored $\leq$ 5

Conscientiousness

Items: 13–24 (Target: $\geq$ 84 points)
- Reliability Strength: Items 13–18 scored $\geq$ 8
- Task Discipline Strength: Items 19–24 scored $\geq$ 8
- Low Conscientiousness Flag: Any item 13–24 scored $\leq$ 5

Extraversion

Items: 25-36 (Target: ≥ 84 points)

- Social Energy Strength: Items 25-30 scored ≥ 8
- Communication Strength: Items 31-36 scored ≥ 8
- Low Extraversion Flag: Any item 25-36 scored ≤ 5

Agreeableness

Items: 37-48 (Target: ≥ 84 points)

- Empathy Strength: Items 37-42 scored ≥ 8
- Team Harmony Strength: Items 43-48 scored ≥ 8
- Low Agreeableness Flag: Any item 37-48 scored ≤ 5

Neuroticism (Lower scores are better)

Items: 49-60 (Target: ≤ 60 points)

- Emotional Stability Indicator: All items 49-60 scored ≤ 5
- Stress Sensitivity Alert: Any item 49-60 scored ≥ 8
- Moderate Risk Zone: Average score between 5-7
- High Risk Flag: Average score ≥ 8
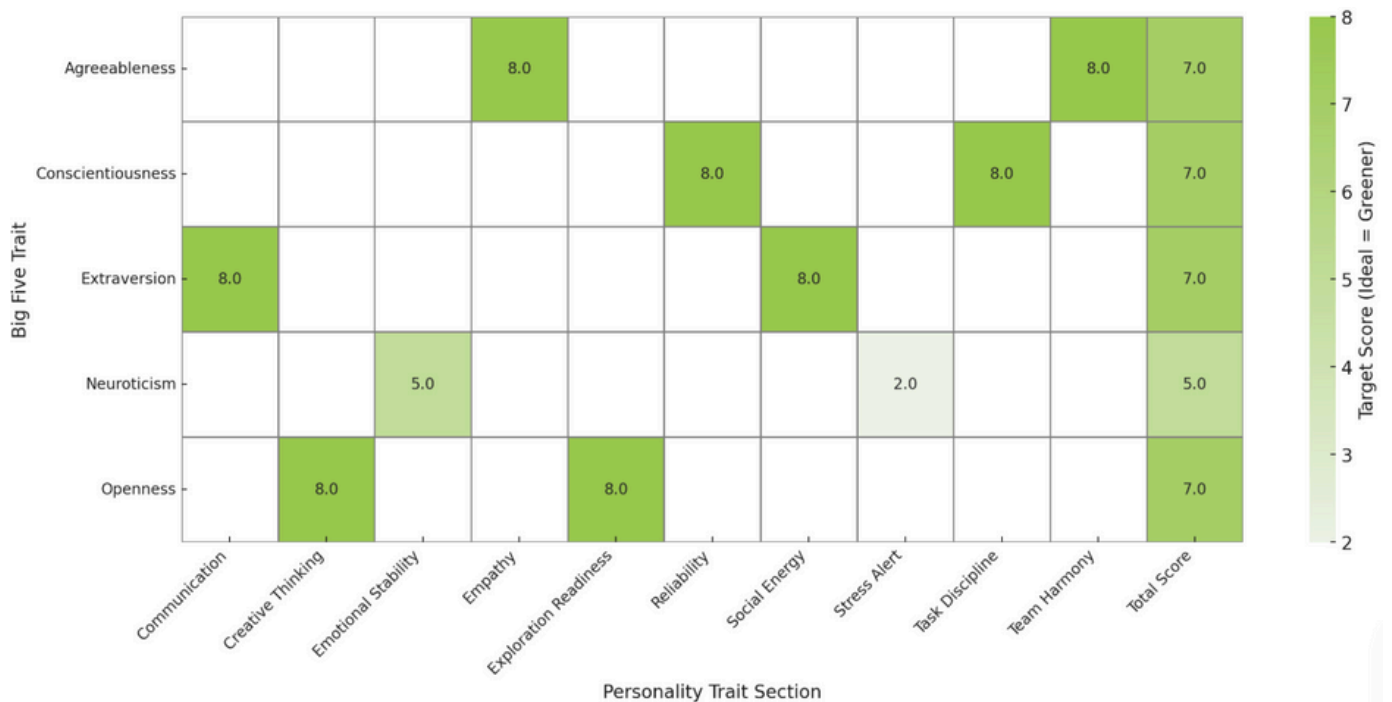
3. ENEAGRAM TYPOLOGY TEST

01. I strive to do what is right, even when it's difficult.
02. I feel a strong need to improve myself and others.
03. I get frustrated when things are unfair or disorganized.
04. I hold myself to high ethical standards.
05. I love helping others and often put their needs before my own.
06. I feel valued when others appreciate and need me.
07. I tend to sense what others need emotionally.
08. I sometimes ignore my own needs to please others.
09. I work hard to be successful and admired.
10. I am very aware of how others perceive me.
11. I like setting goals and achieving them.
12. I sometimes adapt my image to fit what people expect.
13. I seek deep emotional connections and authenticity.
14. I often feel misunderstood or emotionally intense.
15. I reflect a lot on my identity and meaning in life.
16. I want to be unique and express my individuality.
17. I rely on logic more than emotion in most situations.
18. I like to observe before I engage socially.
19. I need time alone to recharge and think deeply.
20. I seek knowledge and understanding to feel secure.
21. I worry about what might go wrong and often plan for worst-case scenarios.
22. I value loyalty and trust in relationships.
23. I am cautious and can become anxious under pressure.

24. I look for guidance from people or systems I trust.
25. I enjoy being spontaneous and seeking new experiences.
26. I try to stay positive, even in difficult times.
27. I dislike feeling limited or restricted.
28. I tend to avoid negative emotions by staying busy or upbeat.
29. I like being in control and can take charge quickly.
30. I respect strength and dislike showing vulnerability.
31. I protect those I care about fiercely.
32. I can be confrontational when I feel something is wrong.
33. I avoid conflict and try to keep the peace.
34. I often go along with others to avoid tension.
35. I tend to neglect my own needs to maintain harmony.
36. I value comfort, routine, and stability.

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Enneagram Type	Items	Target Score	Flag Condition
Type 1 – The Reformer	01–04	Avg ≥ 7 = High integrity	Any item ≤ 5 = Rigidity or burnout
Type 2 – The Helper	05–08	Avg ≥ 7 = Strong empathy	Any item ≤ 5 = Boundary issues
Type 3 – The Achiever	09–12	Avg ≥ 7 = Goal-oriented	Any item ≤ 5 = Motivation misalignmen
Type 4 – The Individualist	13–16	Avg ≥ 7 = Self-aware	Any item ≤ 5 = Emotional volatility
Type 5 – The Investigator	17–20	Avg ≥ 7 = Thought leadership	Any item ≤ 5 = Isolation risk
Type 6 – The Loyalist	21–24	Avg ≥ 7 = Strong reliability	Any item ≥ 8 = Elevated stress
Type 7 – The Enthusiast	25–28	Avg ≥ 7 = High energy	Any item ≥ 8 = Avoidance or escapism
Type 8 – The Challenger	29–32	Avg ≥ 7 = Strong leadership	Any item ≥ 8 = Overdominance risk
Type 9 – The Peacemaker	33–36	Avg ≥ 7 = Conflict mediation	Any item ≤ 5 = Avoidance or passivity

KPI Summary

Items 01-04

- Associated Type: Type 1 – The Reformer (Ethical, Idealistic, Responsible)
- Score Target: Average ≥ 7

- Score Target: Average ⩾ 7
- Interpretation: High scores reflect a strong internal moral compass, commitment to integrity, and high standards– qualities essential for quality control, leadership, or policy roles.
- Flag: Any item scored ⩽ 5 may indicate over-critical tendencies, perfectionism, or burnout from unrealistic expectations.

Items 05-08
- Associated Type: Type 2 – The Helper (Supportive, Empathetic, People-Oriented)
- Score Target: Average ⩾ 7
- Interpretation: Strong scores here signal emotional intelligence, a drive to nurture others, and high relational awareness–ideal for HR, support, and team-building contexts.
- Flag: Low scores (⩽ 5) may point to difficulty setting boundaries, self-neglect, or over-dependence on being needed

Items 09-12
- Associated Type: Type 3 – The Achiever (Goal-Oriented, Competitive, Adaptable)
- Score Target: Average ⩾ 7

IItems 13-16
- Associated Type: Type 4 – The Individualist (Creative, Expressive, Sensitive)
- Score Target: Average ⩾ 7

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- Interpretation: These items highlight emotional awareness, creative depth, and authenticity–key traits for design, art, branding, or introspective work.
- Flag: Low scores ($\leq$ 5) may reflect emotional instability, self-doubt, or struggles with identity.

Items 17–20

- Associated Type: Type 5 - The Investigator (Analytical, Private, Thoughtful)
- Score Target: Average $\geq$ 7
- Interpretation: High scores show strong analytical ability, independence, and curiosity–well-suited for research, strategy, and technical domains.
- Flag: Scores $\leq$ 5 could suggest social detachment, reluctance to share insights, or decision-making delays.

Items 21–24

- Associated Type: Type 6 - The Loyalist (Reliable, Anxious, Prepared)
- Score Target: Average $\geq$ 7
- Interpretation: Indicates preparedness, caution, and loyalty–ideal for operations, compliance, and team safety roles.
- Flag: Any item $\geq$ 8 may reveal high anxiety, excessive worry, or dependence on external reassurance.

- **Items 25–28**
- Associated Type: Type 7 - The Enthusiast (Optimistic, Spontaneous, Energetic)
- Score Target: Average $\geq$ 7

- Interpretation: Scores in this range suggest creativity, energy, and resilience—strong in marketing, innovation, or entrepreneurship.
- Flag: Very high scores (≥ 8) may point to avoidance of discomfort, restlessness, or difficulty finishing tasks.

Items 29-32
- Associated Type: Type 8 - The Challenger (Assertive, Protective, Commanding)
- Score Target: Average ≥ 7
- Interpretation: Reflects confidence, leadership, and protection of others—ideal for strategic leadership, negotiations, or crisis roles.
- Flag: Scores ≥ 8 may indicate control issues, aggression, or resistance to vulnerability.

Items 33-36
- Associated Type: Type 9 - The Peacemaker (Easygoing, Receptive, Harmonizing)
- Score Target: Average ≥ 7
- Interpretation: Highlights calmness, conflict resolution skills, and diplomacy—important in mediation, support roles, or team cohesion.
- Flag: Scores ≤ 5 may signal passive behavior, conflict avoidance, or a tendency to "go along to get along" at personal cost.

4. DECISION-MAKING AND COGNITIVE STYLE TEST

1. I rely on data and evidence when making decisions.
2. I enjoy breaking down complex problems step by step.
3. I prefer to trust my gut feelings in uncertain situations.
4. I often see patterns or connections others miss.
5. I analyze all the facts before choosing a course of action.
6. I value creativity more than logic in problem-solving.
7. I like to have a clear plan before starting anything.
8. I get uncomfortable when plans suddenly change.
9. I thrive in unstructured, changing environments.
10. I'm good at adapting to new information on the fly.
11. I prefer predictability over spontaneity.
12. I see plans as guidelines rather than rules.
13. I often consult others before making decisions.
14. I value collaboration over working alone.
15. I make better decisions when I have space to think independently.
16. I like getting feedback to improve my choices.
7. I prefer group brainstorming over solitary thinking.
18. I trust my own judgment more than others' opinions.
19. I take my time before making important decisions.
20. I weigh all options before acting.
21. I can decide quickly even when details are missing.
22. I sometimes overthink and delay decisions.
23. I feel confident making fast decisions under pressure.
24. I avoid taking unnecessary risks.
25. I prefer action to endless discussion.

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KPIs Summary

KPI Name	Description	Criteria / Target
Overall Cognitive Score	Composite score reflecting total decision-making and cognitive capacity.	Total of all 25 items (Target: ≥ 200 / 250)
Action-Ready Profile	Measures decisiveness and speed under pressure.	Items 21, 23, 25 all ≥ 8
Collaboration Strength	Indicates preference for and effectiveness in collaborative decision-making.	Items 13, 14, 16, 17 all ≥ 8
Development Flag (Gaps)	Identifies potential cognitive or behavioral growth areas.	Any item scored ≤ 5
Analytical Rigor	Reflects structured, data-driven thinking and thorough analysis.	Items 1, 2, 5, 20 all ≥ 8
Intuitive Insight	Captures ability to trust intuition and see non-obvious patterns.	Items 3, 4, 18 all ≥ 8
Planning Discipline	Indicates preference for structured environments and pre-defined plans.	Items 7, 8, 11, 19 all ≥ 8
Adaptability Quotient	Reflects flexibility, comfort with ambiguity, and dynamic responsiveness.	Items 9, 10, 12 all ≥ 8
Independence of Thought	Measures self-reliance in decision-making processes.	Items 15, 18 all ≥ 8
Reflective Thinking	Captures the tendency to evaluate and consider multiple perspectives.	Items 19, 20, 22 all ≥ 8
Risk and Pressure Handling	Assesses decision-making quality under uncertain or high-stakes conditions.	Items 21, 23, 24 all ≥ 8
Feedback Responsiveness	Measures openness to input and willingness to adjust.	Items 16, 17 all ≥ 8
Overanalysis Risk	Flags tendencies toward decision paralysis.	Item 22 ≥ 8 (may indicate overthinking)

5. TEAM DYNAMICS TEST

Assessment Process

Each team member took already an Enneagram test. Next, each must be mapped to one of nine types (Type 1–9), each with unique motivations, fears, and behavioral patterns.

1. **Administer the Enneagram Test**
   - Each team member completes a validated Enneagram assessment.
2. **Map Team Types**
   - Assign each person to one of the nine types (Type 1–9).
   - Use a team matrix to visualize the distribution of types within the group.
3. **Identify Natural Synergies**
   - Use the "Matches Well With" column to detect:
     - Pairs or clusters with inherent compatibility.
     - Natural collaboration opportunities.
   - Example: A Type 2 (Helper) and Type 6 (Loyalist) might form a strong supportive bond.
4. **Flag Potential Friction Zones**
   - Look at "Has Difficulty With" relationships.
   - Example: A Type 1 (Reformer) may clash with a Type 8 (Challenger) due to tension between order and assertiveness.
5. **Assess Team Balance**
- Too many similar types (e.g., multiple Type 3s – Achievers) may lead to competition or blind spots.
- Lack of complementary types (e.g., not enough Type 9s – Peacemakers) can reduce harmony.

Eneagram Test And Team Dynamics

Number	Enneagram Type	Team Members	Matches With (Team)	Difficult With (Team)
1	Type 1 – The Reformer		2, 7, 9	4, 8
2	Type 2 – The Helper		4, 6, 9	8, 5
3	Type 3 – The Achiever		2, 6, 9	4, 5
4	Type 4 – The Individualist		1, 2, 9	3, 7
5	Type 5 – The Investigator		1, 9	2, 8
6	Type 6 – The Loyalist		2, 3, 9	8, 7
7	Type 7 – The Enthusiast		1, 9	4, 6
8	Type 8 – The Challenger		3, 9	1, 2, 5
9	Type 9 – The Peacemaker		All types (esp. 1, 2, 6)	Can suppress conflict; clashes may build up unnoticed

Team Dynamics: Enneagram-Based Interactions
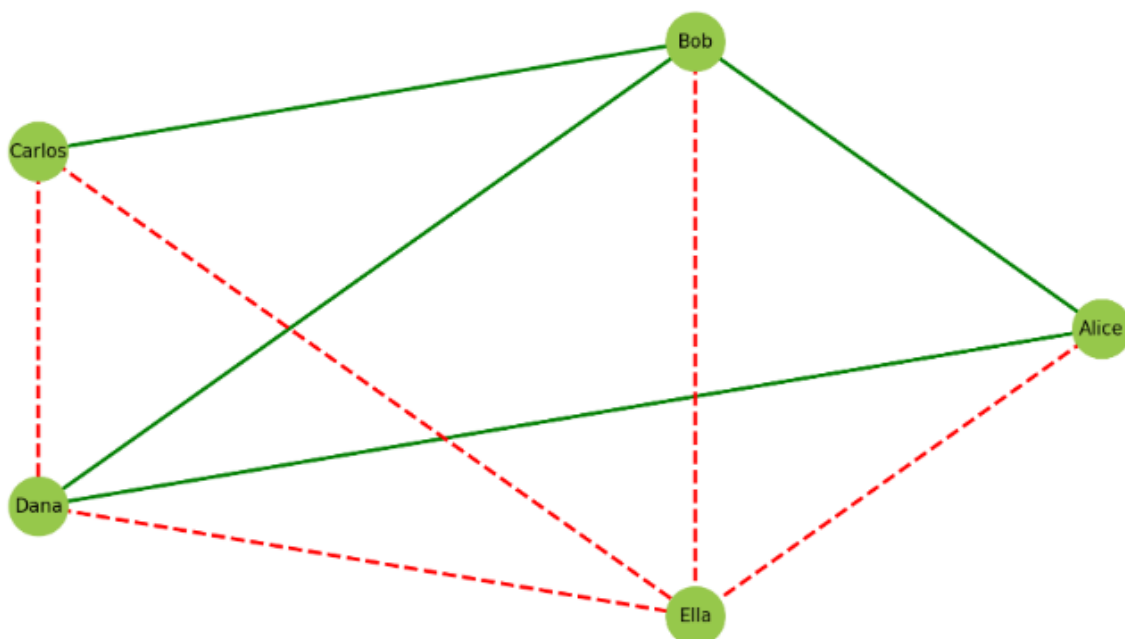
KPIs Summary

Each team member took already an Enneagram test. Next you'll map them to one of nine types (Type 1–9), each with unique motivations, fears, and behavioral patterns.

✅ Individual-Level KPIs – Enneagram Typology

Enneagram Type	Description	Score Target (Avg)	Strength Indicator	Development Flag
Type 1 – Reformer	Ethical, Idealistic, Responsible	≥ 7	All items 01–04 ≥ 8	Any item ≤ 5
Type 2 – Helper	Supportive, Empathetic, People-Oriented	≥ 7	All items 05–08 ≥ 8	Any item ≤ 5
Type 3 – Achiever	Goal-Oriented, Competitive, Image-Conscious	≥ 7	All items 09–12 ≥ 8	Any item ≤ 5
Type 4 – Individualist	Creative, Expressive, Emotionally Intense	≥ 7	All items 13–16 ≥ 8	Any item ≤ 5
Type 5 – Investigator	Analytical, Private, Insightful	≥ 7	All items 17–20 ≥ 8	Any item ≤ 5
Type 6 – Loyalist	Cautious, Reliable, Security-Oriented	≥ 7	All items 21–24 ≥ 8	Any item ≥ 8 (anxiety risk)
Type 7 – Enthusiast	Spontaneous, Positive, Variety-Seeking	≥ 7	All items 25–28 ≥ 8	Any item ≥ 8 (avoidance risk)
Type 8 – Challenger	Assertive, Protective, Commanding	≥ 7	All items 29–32 ≥ 8	Any item ≥ 8 (control risk)
Type 9 – Peacemaker	Receptive, Harmonizing, Easygoing	≥ 7	All items 33–36 ≥ 8	Any item ≤ 5 (passivity risk)

✅ Individual-Level KPIs – Enneagram Typology

KPI	Definition	Target / Interpretation
Type Distribution Balance	Number of unique types present	≥ 6 of 9 types represented to support diversity
Compatibility Index	Number of "Matches Well With" pairings on the team	Aim for ≥ 70% of team members having at least one match
Friction Zone Alert	Number of pairings with "Difficulty With" relationships	Keep below 30% of team pairings
Type Overconcentration Flag	More than 3 people of the same type	Flag for possible blind spots or role competition
Peacemaker Presence	At least one Type 9 on team	Ensure conflict mitigation capacity
Leader-Type Match Check	Do dominant leadership roles align with Type 1, 3, 8?	Use for development or rebalancing

6. CAPABILITY MAP

Assessment Process

The Capability Map is the final integration point in the assessment process. It consolidates results from all instruments into a structured view of 28 core competencies related to climate alignment, collaboration, psychological safety, and human potential at **the personal level and then within the team**.

1. **Administer the Instruments**
   - Each team member completes all five assessments included in the Green Mindsets methodology.
   - These assessments cover: Climate Literacy, OCEAN personality, Enneagram typology, Decision-Making Style, and Team Dynamics.

2. **Import Data Into Capability Map Matrix**
   - Export scores from psychometric tools.
   - Score spreadsheet or software auto-calculates results as 1–10 proficiency for each capability.
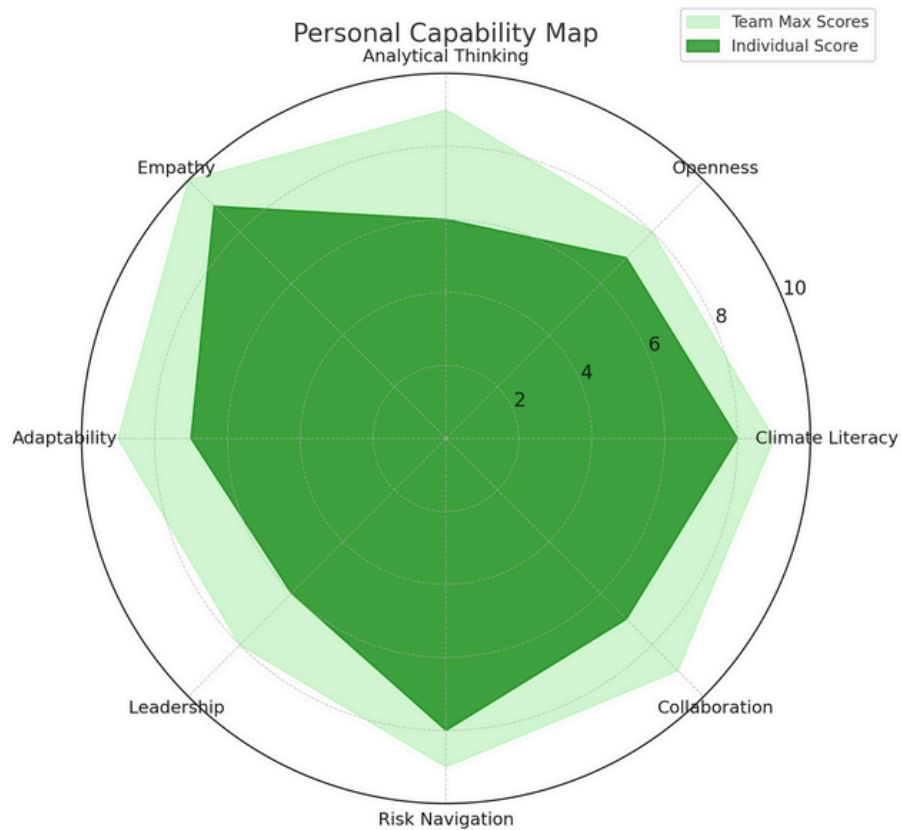
3. **Discern Capability Patterns**
   - Examine the matrix to identify trends across the team.
   - Look for clusters of strengths (e.g., multiple members scoring high in resilience or collaboration) and areas of weakness (e.g., low sustainability awareness).

4. **Take Responsive Action**
   - Prioritize the lowest-rated capabilities for training.
   - Balance team roles to leverage diverse strengths.

5. **Create for each member a personal Capability Map**

CAPABILITY MAP

Capability Dimensions	Member A	Member B	Member C	Member D	Member E
Climate Knowledge					
Sustainability Awareness					
Role-Based Application					
Action Readiness					
Openness					
Conscientiousness					
Extraversion					
Agreeableness					
Neuroticism (Inverted)					
Ethical Drive (Type 1)					
Support Orientation (Type 2)					
Achievement Focus (Type 3)					
Authenticity & Emotion (Type 4)					
Analytical Strength (Type 5)					
Preparedness (Type 6)					
Optimism & Energy (Type 7)					
Assertiveness (Type 8)					
Harmony Focus (Type 9)					
Analytical Thinking					
Intuition					
Flexibility					
Adaptability					
Risk Avoidance					
Decision Confidence					
Collaborative Judgment					
Enneagram Compatibility Awareness					
Conflict Management Readiness					
Trust & Inclusion					

Team Members

Personal Capability Map

- Team Max Scores
- Individual Score

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KPIs Summary

To translate this visual diagnostic into actionable insights, the following KPIs are used at both the personal and team levels.

I. Individual (Personal) Level KPIs
These indicators help assess a team member's personal development status, role alignment, and growth potential.

Capability Score Average
- This measures the overall proficiency across all mapped dimensions. A healthy benchmark is a score of 7.0 or above (on a 1–10 scale). Falling below this threshold suggests a need for focused development.

High Capability Count
- This counts the number of areas where the individual scores 8 or higher, indicating areas of mastery. Reaching 10 or more such areas suggests the individual could serve as a mentor or lead others in those skills.

Low Capability Flag
- Any score of 5 or below flags a skill gap or developmental weakness. These areas may need coaching, upskilling, or support structures.

Skill Gap to Max
- This compares an individual's score to the highest score achieved by anyone on the team in that dimension. A gap greater than 2 points may suggest an untapped area for improvement or a missed potential.

Balance Index
- This reflects the consistency of the individual's capabilities across all dimensions. Large variations (a standard deviation

over 2 points) may indicate role misalignment, burnout risk, or underutilized skills.

Growth Zone Count
- This identifies scores in the 6–7 range, which are stable but not yet strong. These areas are ideal for targeted development or stretch assignments.

Critical Role Match
- Some roles require specific strengths (e.g., leadership, collaboration, climate awareness). If the individual scores below 7 in key role-aligned capabilities, it may indicate a misfit or an area needing development.

II. Team Level KPIs

These indicators offer a broader view of team composition, capability coverage, and collective readiness.

Average Team Capability Score
- This represents the mean score across all team members and all capability dimensions. An average of 7.0 or higher indicates a generally competent and aligned team.

Coverage Index
- This measures how many capabilities are covered by at least one person scoring 8 or above. The goal is full coverage of all capabilities, ensuring that no critical skill is entirely absent from the team.

Overlap Risk
- This highlights areas where many team members cluster with high scores in the same dimensions (e.g., >60% scoring 8 or more). Too much overlap in certain areas may limit the team's cognitive diversity or innovation capacity.

Gap Density

- This tracks how many capabilities have two or more team members scoring 5 or below. A gap density above 10% may signal a need for collective training or a strategic hire.

Team Balance Index

- This assesses the difference between the highest and lowest scores for each capability. A balanced team shows relatively even contributions, while wide gaps may lead to collaboration issues or overdependence on a few individuals.

Strategic Strength Zone

- This refers to the number of capabilities where at least three members score 8 or above. Having six or more such strategic areas suggests the team has depth in key domains such as innovation, adaptability, or systems thinking.

Capability Redundancy Check

- This identifies capabilities where the entire team scores similarly. While some alignment is good, having more than five such areas may indicate a lack of diversity in thinking styles, which can lead to blind spots or groupthink.

These KPIs enable facilitators, HR professionals, or coaches to move beyond observation and into precise, actionable strategies. At the personal level, they guide tailored learning and career planning. At the team level, they inform recruitment, restructuring, and strategic capability building.

DATA INTERPRETATION AND INTERDEPENDENCIES AMONG INDICATORS

Indicators within this methodology are not isolated metrics but parts of a dynamic relational system. Their meaning and value emerge largely through their interactions, feedback loops, and context.

For example:

- A high degree of cognitive diversity can foster innovation, but if psychological safety is lacking, this diversity may instead lead to misunderstanding or disengagement.
- A team with high motivation but low learning agility may appear eager yet remain unable to adapt effectively to Net Zero complexity.
- Risk-tolerant individuals can drive breakthrough change, but without cultural support and leadership clarity, they may feel marginalized in risk-averse teams.
- Visionary leadership must be matched by psychological safety. Without it, strong purpose may feel like pressure, eroding trust.
- High climate literacy is insufficient unless paired with role-specific relevance–people need to see how sustainability translates into their daily work.
- Teams that are diverse in structure need deliberate inclusion practices. Without this, collaboration quality remains inconsistent.

These dynamics show that no single indicator should be treated as definitive in isolation. Meaning arises through relationships–between indicators, people, and context.

INTERDEPENDENCIES TO PRIORITIZE IN A NET ZERO TEAM STRATEGY

When co-designing a strategy to develop a Net Zero team using the Capability Map's 6 dimensions, these interdependency lines should be treated as priority touchpoints:

1. Climate Literacy × Role Relevance

- A high score in climate knowledge is ineffective if individuals don't see how it applies to their job.
- Co-design implication: Every function (e.g., procurement, HR, operations) should have clear sustainability hooks embedded into role expectations.

2. Motivation & Psychological Profile × Decision Agility

- Enthusiastic team members may stall if they lack the thinking flexibility to deal with ambiguity.
- Co-design implication: Pair motivation-building with scenario-based decision-making training that builds resilience and reflection.

3. Collaboration & Trust × Leadership Behavior

- Collaborative tools won't work if leadership undermines trust (e.g., through top-down control or inconsistent behavior).
- Co-design implication: Leadership development must go hand-in-hand with team-building efforts–especially in inclusive dialogue and emotional literacy.

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4. Systemic Thinking × Climate Literacy

- People need both to "see the big picture" and understand real-world levers of change.
- Co-design implication: Introduce systems thinking workshops linked directly to your organization's environmental impact pathways.

5. Risk Navigation × Psychological Safety

- Teams cannot experiment if failure is punished. Risk-taking only flourishes in trusting environments.
- Co-design implication: Make experimentation safe—create protected spaces for trial and error, and celebrate learning over perfection.

6. Adaptability × Organizational Structure

- Flexible people become ineffective in chaotic environments.
- Co-design implication: Anchor your team's adaptability with clear roles, decision rights, and routine reflection loops.

7. Purpose Alignment × Resilience

- Purpose-driven employees can burn out if they don't have boundaries or shared workload practices.
- Co-design implication: Tie sustainability goals to well-being practices—e.g., resilience workshops, peer support, and purpose reflections.

Net Zero Interdependency Assessment Table

Dimension A	Score A (1–10)	Dimension B	Score B (1–10)	Team Notes / Actions
Climate Literacy		Role Relevance		
Motivation		Psychological Profile		
Collaboration		Leadership Behavior		
Systemic Thinking		Climate Literacy		
Risk Navigation		Psychological Safety		
Adaptability		Organizational Structure		
Purpose Alignment		Resilience		

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Key Interdependencies in a Net Zero Team Strategy

- Collaboration & Trust × Leadership Behavior
- Motivation & Psychological Profile × Decision Agility
- Climate Literacy × Role Relevance
- Purpose Alignment × Resilience
- Adaptability × Organizational Structure
- Risk Navigation × Psychological Safety
- Systemic Thinking × Climate Literacy
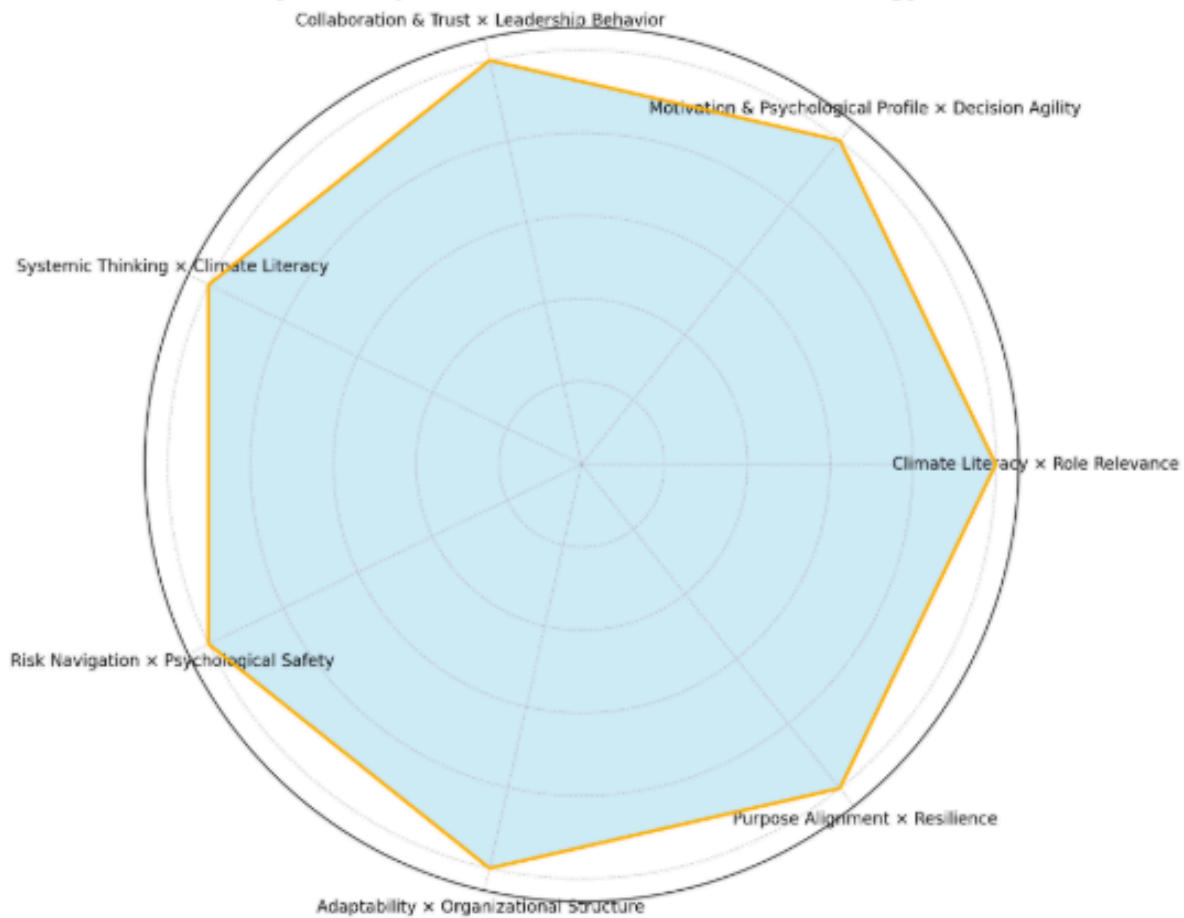
✓ **Final Guiding Insight**

To build a truly effective Net Zero team, don't develop individuals in silos. Develop the system they work within. The Green Mindsets methodology enables this by showing where capacity lives–and where it connects. Co-design isn't just about plugging gaps; it's about weaving strengths together in ways that allow people to act with courage, clarity, and care for the future.

PHASE 2

CO-DESIGN

The Green Mindsets: Human Capital Powering Net Zero Teams

PHASE 2. THE CO-DESIGN

Purpose

To translate assessment insights into actionable, team-centered changes that foster sustainable collaboration, capability growth, and climate alignment.

This phase activates the transformation process through intentional role design, system structure, and behavior shifts.

Objectives

- Align roles and responsibilities with climate goals and individual capabilities
- Foster interdependent workflows that enhance collaboration and reduce performance gaps
- Design inclusive rituals and reflection practices that improve psychological safety
- Establish routines and structures to support long-term adaptability and purpose-driven resilience

Responsible Professionals

- Team Leader or Transformation Lead
- Organizational Development Facilitator or Coach
- Learning & Development Partners
- Team Members (co-creators)
- HR Business Partners (for implementation support)

Key Tools & Instruments

- Capability Map (from Assessment Phase)
- Team Workshops (Co-Creation Labs)

What the Process Delivers

1. Reconfigured roles aligned to motivation, skill, and sustainability focus
2. Team agreements for collaboration and feedback
3. Embedded rituals that reinforce trust, purpose, and adaptability
4. Actionable plans with review checkpoints and ownership
5. Inclusive design of communication, decisions, and learning

Recommendations

- Ensure co-design is participatory, not top-down
- Pair capability gaps with stretch roles and peer support
- Redesign meetings as safe spaces for dialogue, learning, and experimentation
- Pilot small changes before scaling system-wide adjustments

Weak Points / Risks

- Resistance to role changes or perceived "experimentation"
- Over-complicating solutions instead of starting small
- Inconsistency in modeling new behaviors
- Cultural inertia or lack of follow-through
- Erosion of trust if team feedback is not actioned

CO-DESIGN FRAMEWORK

WEEK 1: DATA REVIEW & PRIORITIZATION

Purpose:

Translate assessment results into a clear, actionable design brief.

Key Actions:

- Analyze the Capability Map and team-level KPIs
- Identify top 3 focus areas (e.g. collaboration, climate-role alignment, trust gaps)
- Conduct one short team listening session (30–45 mins)
- Optional: 1:1 check-ins with 1–2 key team members or leads

Facilitator Tools:

- Capability Map Heat Grid
- Insight Clustering Canvas
- Co-Design Focus Brief Template

Output by end of week:

- A 1-page Co-Design Brief
- Top 3 challenge areas prioritized
- Workshop schedule and invitations sent

WEEK 2: CO-DESIGN WORKSHOPS

Purpose:

Enable the team to co-create practical solutions and define new behaviors and norms.

Structure:

- Two interactive 90-minute workshops
  - Session 1: Role alignment, capability gaps, purpose
  - Session 2: Norms, trust, collaboration rituals

Activities:

- Map current vs ideal team experience
- Reassign or reshape unclear roles
- Define 2–3 behavior principles (e.g. "We give real-time feedback weekly")

Tools:

- Team Mapping Canvas
- Values-to-Behaviors Worksheet
- Team Agreement Draft Board

Output by end of week:

- Updated team role summary

WEEK 3: REFLECTION & ITERATION

Purpose:

Test and refine the co-created practices based on real experience and team feedback.

Activities:

- 30–45 min reflection huddle: "What's working? What needs adjustment?"
- Finalize any changes or agreements

Facilitator Tools:

- Reflection Pulse Survey
- Iteration Checklist
- Ownership Mapping Sheet

Output by end of week:

- Finalized Team Agreement
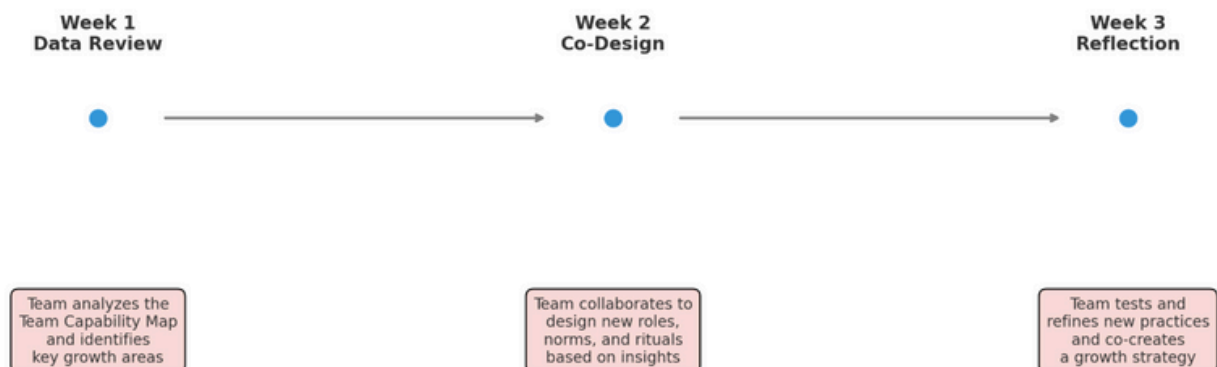- Reflection notes
- Clear ownership

The 3-week co-design framework offers a structured yet flexible pathway for transforming teams into climate-conscious, collaborative, and adaptive units. At the heart of this transformation is the Team Capability Map—a tool that acts not just as an assessment framework, but as a strategic compass throughout the change journey.

Together, these visuals illustrate how planning and emergence co-exist:

3-Week Co-Design Flow Summary

Week 1	Week 2	Week 3
Data Review & Prioritization	Co-Design Workshops	Reflection & Iteration
Co-Design Brief	Draft Team Roles	Final Agreement
Instrument: Team Capability Map	Instrument: Team Capability Map	Instrument: Team Capability Map

Evolution of the Co-Design Process Using the Team Capability Map

Week 1 Data Review	Week 2 Co-Design	Week 3 Reflection
Team analyzes the Team Capability Map and identifies key growth areas	Team collaborates to design new roles, norms, and rituals based on insights	Team tests and refines new practices and co-creates a growth strategy

PHASE 3

IMPLEMENTATION

The Green Mindsets: Human Capital Powering Net Zero Teams

PHASE 3. IMPLEMENTATION

Purpose

To embed the co-designed practices, roles, and rituals into the daily operations of the team, ensuring behavior change is sustainable, measurable, and aligned with Net Zero goals.

Objectives

- Integrate the new team agreements and role alignments into day-to-day workflows.
- Foster continuous learning through feedback, reflection, and adaptive experimentation.
- Monitor behavior changes and team dynamics using defined KPIs.
- Ensure leadership modeling and peer reinforcement are in place to sustain changes.

Responsible Professionals

- Team Leader or Transformation Lead
- Organizational Development Facilitator or Coach
- Learning & Development Partners
- Team Members (co-creators)
- HR Business Partners (for implementation support)

Key Tools & Instruments

- Capability Map (from Assessment Phase)
- Implementation Dashboard KPI shifts.

What the Process Delivers

1. Clear articulation of new roles, rituals, and norms.
2. Displayed visibly and discussed in daily or weekly team settings.
3. Embedded Practices
4. Clear responsibility assignments for sustaining change (e.g., Ritual Stewards, Peer Coaches).
5. Behavioral Feedback Loops
6. Regular team check-ins, surveys, and reflection tools that test, adjust, and reinforce the new practices.
7. Performance and Progress Tracking
8. Use of dashboards and Capability Map to monitor growth, gaps, and team cohesion.
9. Cultural Integration
10. Practices eventually influence organizational habits beyond the team (e.g., onboarding, policy updates).

Recommendations

- Start small: Pilot 2–3 key rituals or changes first before expanding system-wide.
- Integrate feedback loops: Build in 30/60/90-day reviews and short feedback surveys to test adoption and tweak practices.

Weak Points / Risks

- Resistance to role changes or experimentation
- "Change fatigue" from introducing too many rituals at once
- Inconsistency in modeling new behaviors
- Cultural inertia that resists new norms or structures
- Lack of follow-through after initial co-design enthusiasm
- Erosion of trust if team feedback is not acted upon

STEP BY STEP IMPLEMENTATION FILLABLE TOOLS

Personal Capability Radar – Fillable Template
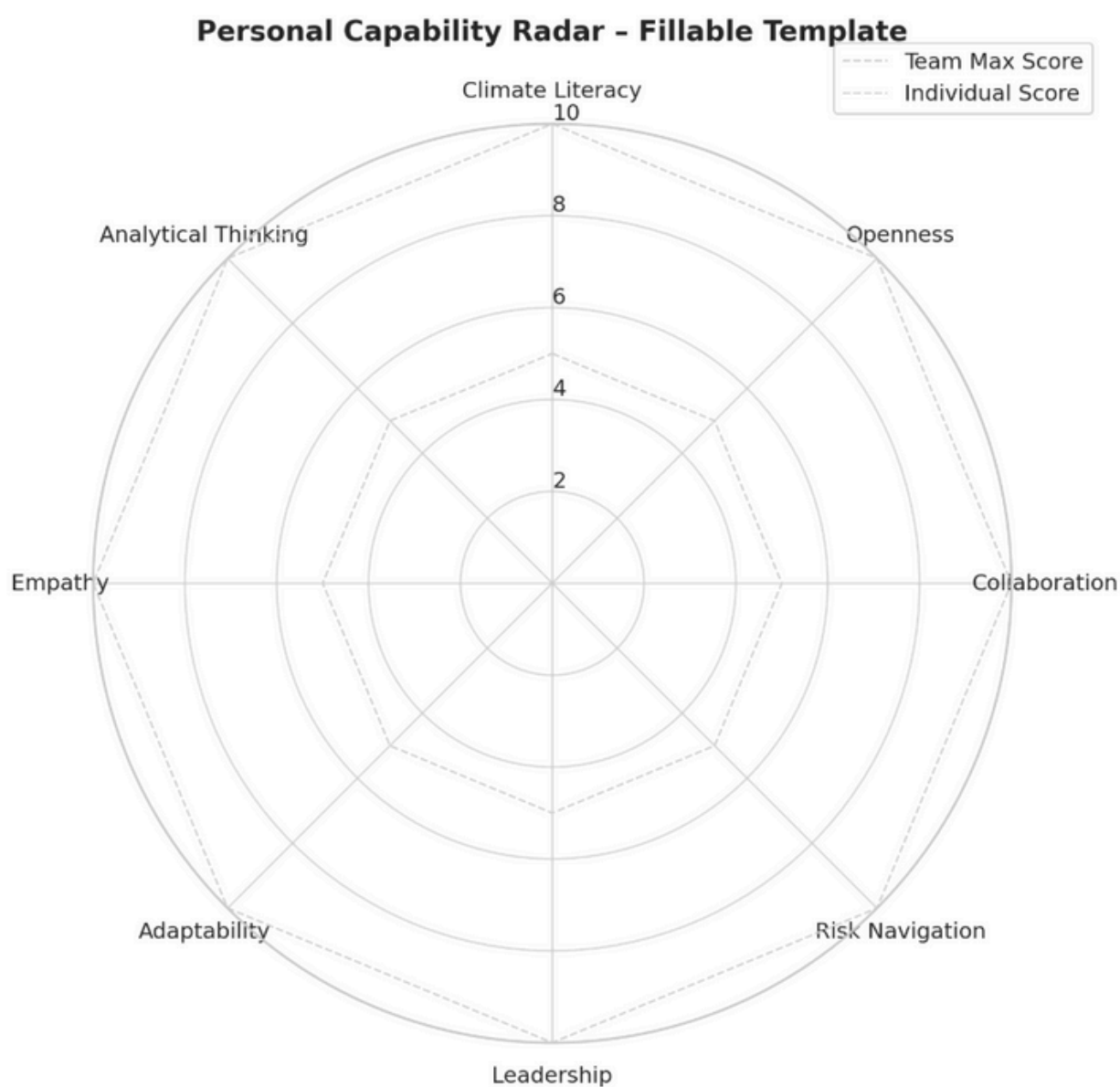
TOOL 1 Personal Capability Map

How to Use It
1. Select Key Dimensions (6–10 max):
2. Choose the most relevant dimensions from your capability grid (e.g., Climate Literacy, Adaptability, Leadership).
3. Plot Two Sets of Scores:
    - Individual Score: Actual score of the person being evaluated (1–10 scale).
    - Team Max Score: The highest score anyone in the team has for each selected dimension.
4. Use Color Coding:
    - Fill individual scores in a darker tone.
    - Fill team max scores in a lighter tone to create the outline.
5. Highlight Gaps:
    - Any area where the individual score is 2+ points lower than the team max indicates a development opportunity.
    - Add icons or markers to call out "growth zones" if printing.

TOOL 2 Personal vs Team Capability Map

How to Use It
Step 1: Choose Key Dimensions
Select up to 8 dimensions from your Capability Map that are most relevant to the role or context.

Examples: Climate Literacy, Leadership, Collaboration, Adaptability, Risk Navigation.

Step 2: Plot Two Profiles

- Team Max Capability (light blue): The highest score achieved by any team member in each selected area.
- Individual Capability (green): The person's own score in each of those areas.

Step 3: Analyze the Overlap

- Full overlap: The person matches or exceeds the team's best – a strength area.
- Partial or no overlap: There's a development opportunity or a training need

Overlapping Radar Chart: Personal vs Team Capability

Team Max Capability   Individual Capability
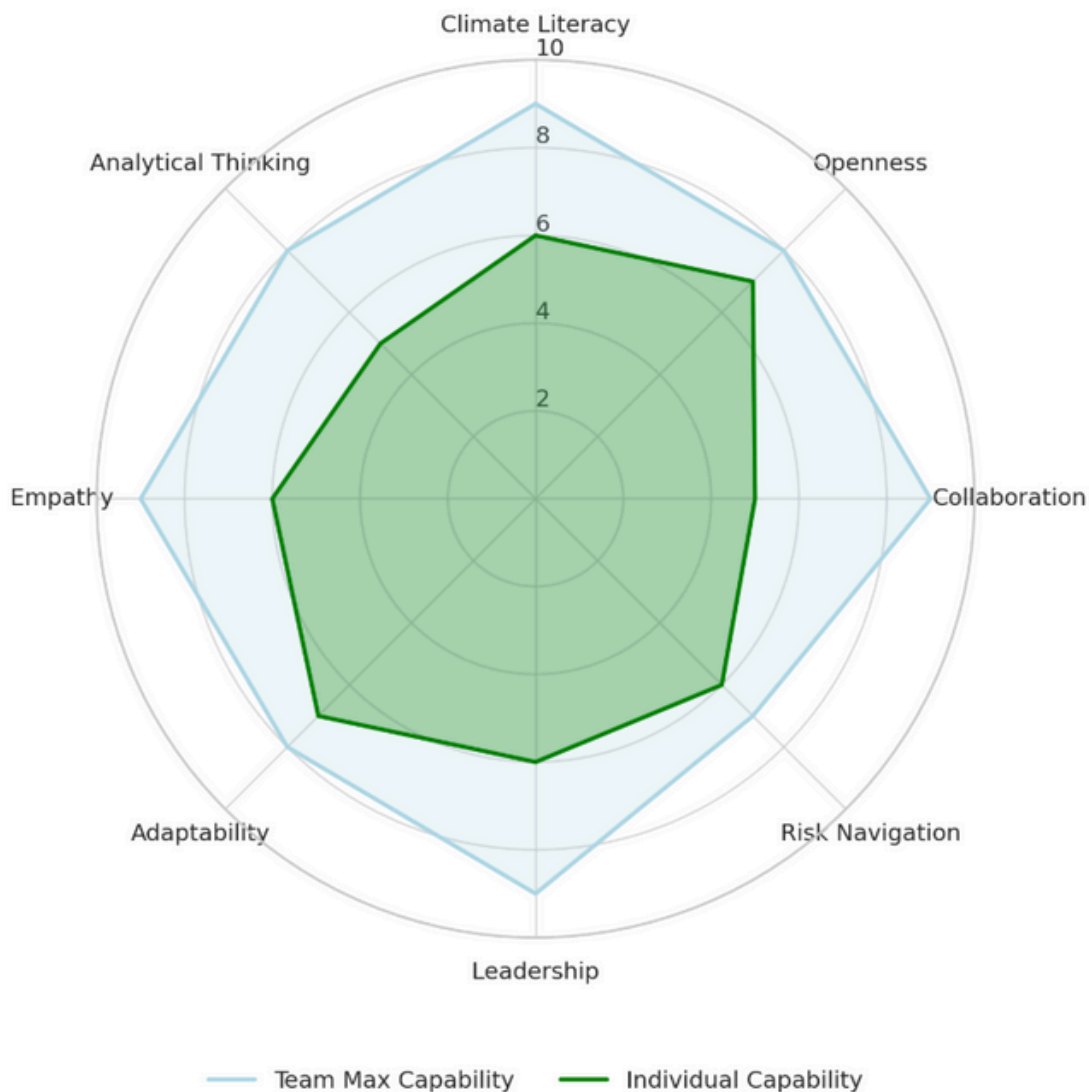
TOOL 3 Team Development Tracker

How to Use It

　　1. Identify Capability Gaps

　Ask:

- Are there critical Net Zero capabilities (e.g., systemic thinking, adaptability) with few or no high scorers?
- Are some team members overextended, being the only ones with strengths in key areas?

　　2. Assign Learning & Support Roles

Use the map to:

- Create balanced task teams: Mix diverse strengths for project groups.
- Prioritize team training: Focus sessions on rows with low average scores.
- Realign roles: If someone scores low in a key skill for their current role, consider reshaping responsibilities.

3. Revisit the Capability Map Quarterly

- Have each team member rescore themselves or get peer feedback every 3 months.
- Enter the new scores into the Capability Map and compare to past versions.
- Track:
  - Which scores have improved?
  - Which have plateaued?
  - Where are new gaps emerging?
- Use a color-coded system: (Green = improved/ Yellow = stable/ Red = declined or still a gap).

TOOL 3 Team Development Tracker (team members assume areas to develop)

Capability Dimension	Member A	Member B	Member C	Member D	Member E
Climate Knowledge					
Sustainability Awareness					
Role-Based Application					
Action Readiness					
Openness					
Conscientiousness					
Extraversion					
Agreeableness					
Neuroticism (Inverted)					
Ethical Drive (Type 1)					
Support Orientation (Type 2)					
Achievement Focus (Type 3)					
Authenticity & Emotion (Type 4)					
Analytical Strength (Type 5)					
Preparedness (Type 6)					
Optimism & Energy (Type 7)					
Assertiveness (Type 8)					
Harmony Focus (Type 9)					
Analytical Thinking					
Intuition					
Flexibility					
Adaptability					
Risk Avoidance					
Decision Confidence					
Collaborative Judgment					
Enneagram Compatibility Awareness					
Conflict Management Readiness					
Trust & Inclusion					

PHASE 4

MONITORING EVALUATION

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PHASE 4. MONITORING AND EVALUATION

What to do with everything you've collected so far
By now, you've likely completed the key stages:

- **Phase 1** – Assessment, where you gathered psychological and capability data;
- **Phase 2** – Co-Design, where you built tailored interventions; and
- **Phase 3** – Implementation, where those interventions were delivered in practice.

You may be holding dozens of survey results, capability maps, workshop notes, Enneagram profiles, and climate literacy scores. So now what?
This section is a practical guide on how to transform all that data into insight–and how to measure whether change is actually happening.

1. **Start by Structuring the Data into Three Levels**

Level	What it Represents	Example Data Collected
Individual	A person's skills, mindset, and learning	Climate literacy scores, Enneagram, decision styles
Team	How people interact and perform together	Trust levels, psychological safety surveys, synergy,Eneagram
Organizational	Culture and systemic readiness	Value alignment, leadership behaviors, Capacity maps

2. Compare Where You Started (Phase 1) to Where You Are Now

To measure change, you need a "before and after." Return to the baseline data from Phase 1 and compare it with post-implementation feedback and measurements from Phase 3.
Key questions to ask:
- What improved? (e.g., capability scores, climate literacy, collaboration)
- What stayed the same? (e.g., ongoing resistance, team friction)
- What new patterns emerged? (e.g., increased confidence in decision-making)

 Example:
"In the initial assessment, only 30% of the team scored above 80 on climate literacy. After training and applied projects, that number increased to 75%."

3. Make Meaning of the Data – Interpretation Over Measurement

Once you've collected data from Phases 1–3, you must move beyond reporting and into interpretation. This requires a combination of statistical structuring, data visualization, and systemic sense-making.

A. Structure of the Data – Likert Scale Format
All psychometric and diagnostic instruments in the Green Mindsets methodology (e.g., OCEAN, Enneagram, Climate Literacy, Decision Styles) are built using Likert-scale items, typically ranging from:
1 (Strongly Disagree) to 10 (Strongly Agree)

This enables:

- Continuous numerical treatment of individual items
- Aggregation into dimension scores (e.g., average of Items 1–12 = "Openness to Experience")
- Calculation of standard deviations, Z-scores, percentile ranks, and cluster deviations for deeper team-level analysis

B. Key Analytical Techniques

- Descriptive Statistics
  - Mean, Median, Standard Deviation for each scale or trait
  - Threshold flags (e.g., items <5 indicate potential developmental gaps)
  - Example: "Team average for Psychological Safety = 6.1, SD = 2.3 → high variability, low coherence"
- Radar Charts (Spider Graphs)
  - Used to visualize individual vs. team vs. benchmark scores across dimensions
  - Ideal for OCEAN traits, Climate Literacy subdomains, or Decision-Making Profiles
  - Shows balance, outliers, and potential risk zones
- Capability Heatmaps
  - Rows = Team members, Columns = Capability areas (e.g., climate knowledge, collaboration, resilience)
  - Color-coded by score bands (e.g., <5 = red, 6–7 = yellow, ≥8 = green)
  - Useful to spot capability clusters, blind spots, or overlaps
- Gap Analysis Matrices
  - Compare scores before and after intervention
  - Can be used to track delta change (e.g., Climate Literacy increased from 5.6 → 8.2)

- Standardized Z-Score Plots
  - Used to compare individuals or teams against the organizational average or a normative sample
  - Reveals outliers, hidden strengths, or alignment mismatches

C. Tools & Software to Use
- Microsoft Excel or Google Sheets
  - Good for quick scoring, radar charts, conditional formatting
  - Best for small teams or pilot cohorts
  - Recommended plugins: ChartExpo, Lucidchart integration
- SPSS or JASP (Free alternative)
  - Ideal for handling large-scale survey data
  - Enables statistical tests: t-tests, ANOVA, correlation between traits (e.g., Does high Agreeableness predict climate action?)
- R (with packages: ggplot2, likert, psych)
  - Best for custom visualizations and advanced psychometric analysis
  - Example: Factor analysis to validate item clusters
- Power BI or Tableau
  - Interactive dashboards for multi-team or organizational rollouts
  - Combine multiple dimensions: climate scores + personality + engagement in real time
- Sociomapping Tools (e.g., Team Sociomapping®, Kumu)
  - For visualizing network influence, team dynamics, and psychological safety layers
  - Reveals how information, trust, or energy flows in the team

- HRIS/LMS Systems with Custom Modules (e.g., SAP SuccessFactors, 360Learning)

If your organization already uses an enterprise HR system, many allow custom skill taxonomies and dashboards that can integrate capability mapping modules.

D. Recommended Data Outputs for Each Level

Level	Suggested Output	Statistical Indicators
Individual	Radar chart, capability map	Mean, growth %, SD
Team	Radar chart, capability map, Heatmap, spider graph, deviation matrix	SD, overlap index, conflict zones
Organization	Radar chart, capability map, Dashboard, longitudinal report	Cohort trends, readiness index, Z-score gaps

E. Interpretation Framework (Example)

Capability Radar
- Before: Average 5.3, Flat profile, Low Openness (4.6), High Neuroticism (7.9)
- After: Average 7.2, Increased Climate Literacy (+2.3), Resilience improved, but risk-taking remains low
- Interpretation: The team is growing in knowledge and confidence, but fear of failure or uncertainty still inhibits bold action. Recommend follow-up interventions focused on psychological safety and experimentation culture.

✅ Green Mindsets Implementation & Evaluation Timeline

Month	Activity	Description	Data Tools / Outputs
Month 1	Kickoff & Assessment Prep	Define roles, inform participants, customize instruments	Communication plan, consent forms
Month 2	Phase 1: Baseline Assessment	Deploy full psychometric and skills tools: Climate Literacy, OCEAN, Enneagram, Decision Styles, Team Safety	Raw data sets (Likert), baseline scores
Month 3	Assessment Analysis	Process data into radar charts, capability maps, heatmaps	Baseline capability map, team radar, insights
Month 4	Phase 2: Co-Design Workshops	Collaborative design of development interventions, using assessment results	Workshop notes, co-created plans
Month 5–6	Phase 3: Implementation Cycle #1	Run trainings, coaching, experiments (e.g., climate sprint, collaboration labs)	Attendance logs, session feedback
Month 6	Mid-Cycle Mini Survey (optional)	Pulse check on learning progress, engagement, trust	Short-form survey (Likert)
Month 7	Interim Reflection Sprint	Group reflection on what's working, what's unclear	Qualitative input, Lessons Learned doc
Month 8–9	Implementation Cycle #2	Iterate interventions based on feedback, deeper focus on capability gaps	Coaching logs, mentoring metrics
Month 10	Reassessment – Phase 1 Repeat	Re-administer core diagnostics: Climate Literacy, Psychological Safety, Capability Map update	Post scores, delta values
Month 11	Evaluation & Impact Analysis	Compare pre/post, generate statistical visuals (radars, z-score shifts, heatmap changes)	Evaluation Report, Team Summary
Month 12	Final Reflection & Planning	Host learning session + leadership debrief; co-plan for Year 2	M&E Report, Roadmap v2, Executive Dashboard

Final Tip for Practitioners

Never look at raw scores in isolation.
Ask:
- What changed and why?
- Where's the system stuck?
- Which traits are driving—or resisting—adaptation?

Data is the mirror. Interpretation is the meaning. Decision is the change-maker.

CONCLUSION

FROM FRAMEWORK TO LOCAL IMPACT

The Green Mindsets: Human Capital Powering Net Zero Teams

CONCLUSIONS

The Green Mindsets Methodology offers a framework not only for developing capabilities, but for nurturing the conditions under which they can thrive. As with any meaningful transformation, success lies not just in what we measure or map, but in how we apply those tools within the rich realities of local culture.

While the manual emphasizes adaptability, its true effectiveness becomes visible only when it is rooted in context. In the Romanian pilot implementation, several adjustments were made to ensure that the methodology resonated with both organizational norms and national sensibilities. These adaptations weren't superficial—they were essential for trust, relevance, and sustained engagement.

For instance, hierarchical dynamics, often present in Central and Eastern European workplaces, posed another layer of complexity. In these settings, team members were more likely to withhold honest feedback if assessments were internally facilitated or seen as evaluative. To counteract this, external facilitators were introduced, and sessions began with cultural briefings emphasizing psychological safety and the non-punitive purpose of the tools. This shift led to richer insights, particularly around leadership behavior and team trust levels.

Personality-based tools like the Enneagram were also carefully adapted. Rather than assigning fixed identity labels—which some participants perceived as rigid or judgmental—the results were framed as dynamic tendencies, inviting reflection rather than categorization. Optional coaching was provided to help individuals interpret their profiles through a strengths-based lens, which encouraged personal ownership of the growth process.

These examples remind us that no tool exists in a vacuum. The most precise framework can still miss the mark if it does not account for cultural meaning, emotional safety, and relational dynamics. Indicators, maps, and assessments gain power only when interpreted through the lived experience of a team.

In the end, Green Mindsets is not a plug-and-play system. It is a conversation between framework and context—between capacity and culture. It invites each organization to adapt, interpret, and co-create a path forward that honors both the urgency of climate goals and the complexity of human systems.

Transformation happens not in isolation, but in relationship.

 Between people. Between values. And between the world as it is— and the world we are building together.