

# 1.3 TEST Team

*How should the work in company be organized and the internal skills developed for implementing TEST?*



SWITCH-Med Programme  
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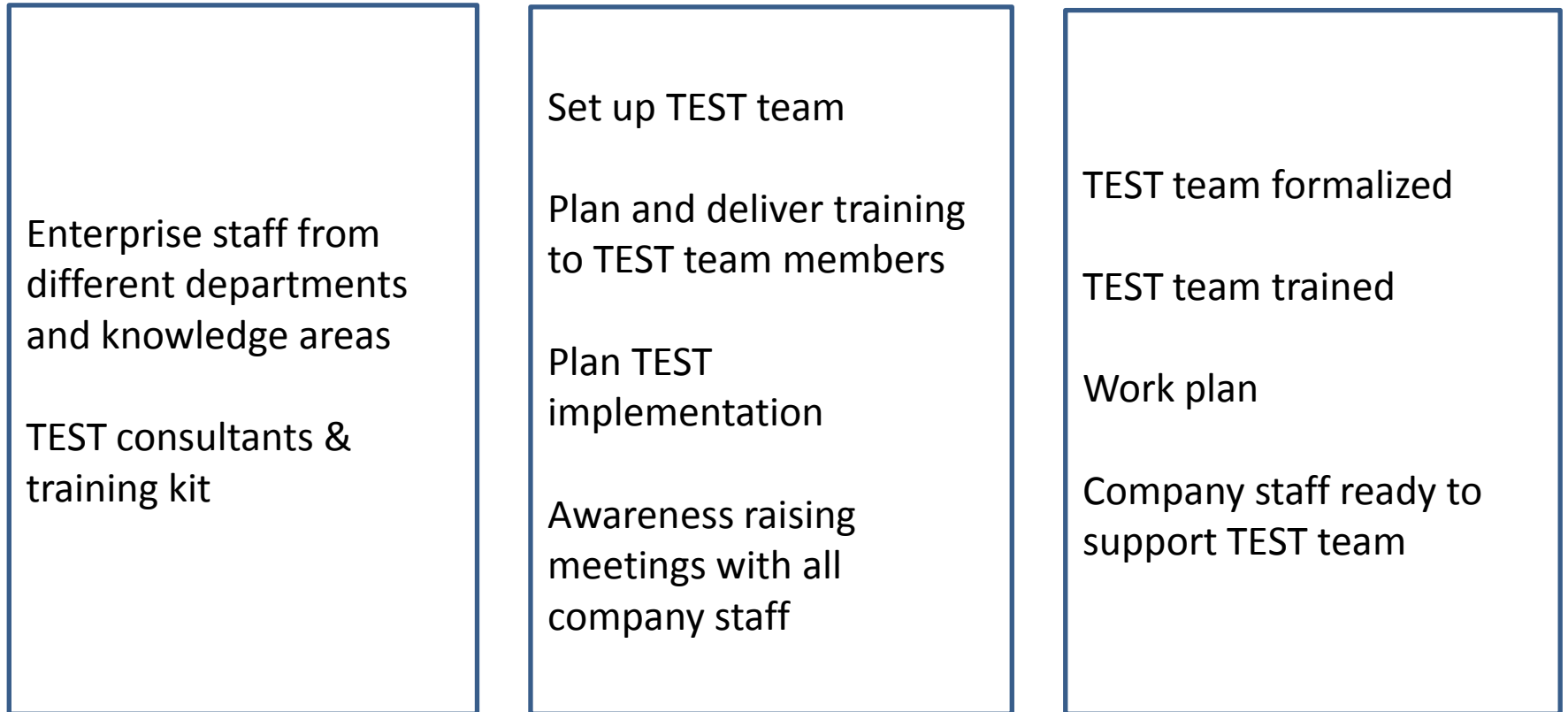
Regional Activity Centre  
for Sustainable Consumption  
and Production



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# Overview of Step 1.3



Inputs

Activities

Outputs



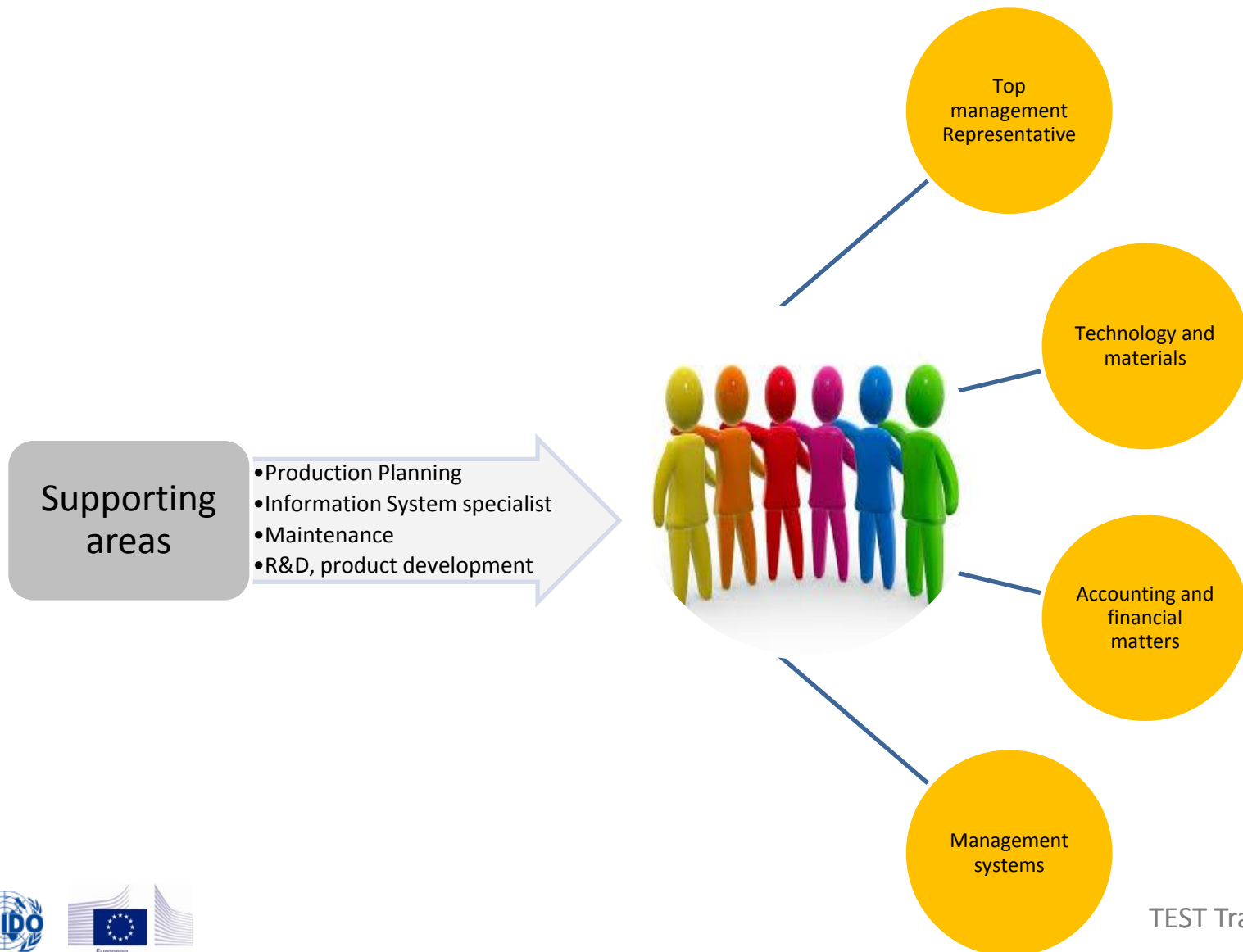
# TEST team

- Small and action driven: 3-5 staff of the industry, who could be supported by additional staff for specific activities.
- In small companies < 20 employees, the Team could be formed by one or two persons
- Driven by a motivated and empowered team leader
- Equipped with clear objectives and shared responsibilities for implementing the work plan.
- Formed by a pool of resources that will interface with the external TEST consultants.

The achievement of TEST is highly influenced by the full engagement and delivery of the TEST team



# Core competencies of the TEST Team



# Setting up the TEST team

- **Appoint a leader:** ideally a management representative who could inform decision making, with strong communication and knowledge of the different business functional units
- **Assign responsibilities:** the TEST team will be responsible for the development, implementation, monitoring and evaluation of the TEST Action Plan, which will be elaborated with the support of the external consultant.
- **Motivate the Team:** top management should be advised to put in place an internal incentive scheme to stimulate and reward its staff for playing an active role during TEST implementation



# What a TEST consultant should do

- Facilitate a climate of trust and open, honest communication and **consensus** within the Team
- Initiate **regular communication** with the team members, to communicate progress, advocating for collaboration and promote team work
- Transfer **ownership** of the results
- Promotes the exchange of feedbacks
- Anticipate and **resolve conflicts**
- **Train and coach** TEST team



# Team motivation and Team work

- It is always best to provide constructive group praise and not just individual praise.
- Better not to recognize the project leader alone but the entire team as a whole for a project well done.
- Ask for contributions and ideas, stimulate creative thinking, challenge conventional ways of doing things, solicit tasks completion in a timely and professional manner.

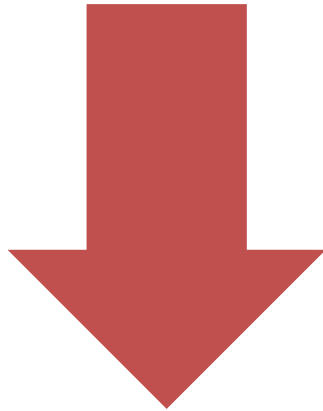




# Dealing with Team conflicts

## DRIVERS

- Poor communication
- Seeking power
- Dissatisfaction with management style
- Weak leadership
- Lack of openness
- Change in leadership



## TECHNIQUES

- Plan for and communicate frequently
- Be honest about concerns
- Agree to disagree - understand healthy disagreement would build better decisions
- Let your team create - people will support what they help create
- Discuss differences in values openly



# BUILDING INTERNAL SKILLS



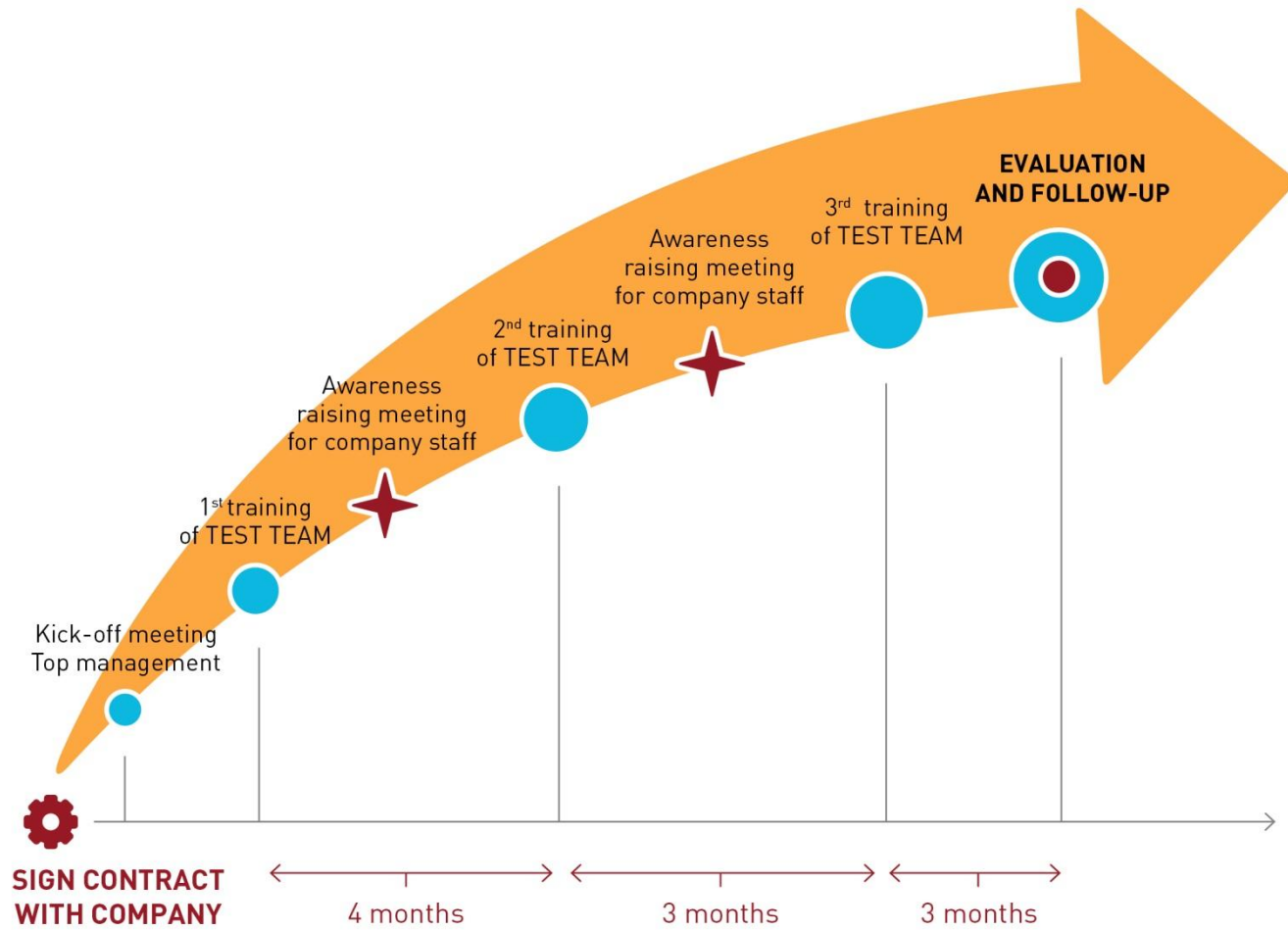
# How to develop the TEST team skills?

- After project's kick off, plan TEST team trainings and awareness raising activities, focusing on resource efficiency and integrated environmental management
- The internal training plan should be customized to the company needs using the **TEST training kit**
- The awareness raising plan targeting wider pool of company staff is essential to sustain TEST project's results

## [Tool – Outline training plan](#)



# Planning training and awareness raising activities



# Delivering TEST training

Cumulative sessions  
(group of 5-10 companies)



Duration: 3 training  
sessions 2+2+1



Effective to share best  
practices across sectors

On the job – In company



5 working days over a  
period of 7-10 months



Effective to focus on  
company specific issues

# Outcomes of trainings

- Building capacities within the company not only boosts knowledge, but also the motivation of the company team beyond the TEST project's duration, strengthening teamwork and relationships and paving the way for shared responsibility for company performance.
- Well trained company employees grasp the resource efficiency approach very quickly and can become the creative engine for identifying improvement solutions – they know their processes better than external consultants.



# COMMUNICATION



***You can not not communicate!***

Paul Watzlawick , communication scientist



# Internal communication

Efficient communication requires:

- **Personal communication skills**  
(55% body language; 38% voice and 7% content)
- **Supported by formal communication channels**
  - Meetings
  - Quality circle
  - Improvement session
  - Intranet
  - Board ....





# Linkages with EMS

EMS  
Not in place

- The core members of a TEST team shall also be part of the company internal resources for planning the implementation of an EMS/EnMS.
- Core elements of the procedures for setting up responsibilities, implementing training and internal communication plans are defined at this step.

EMS  
In place

- The TEST team should include key staff responsible of the existing EMS/EnMS, supported by additional resources with in depth knowledge on production processes and resource efficiency.



# Thank YOU for your Attention

