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PIEMA 9-13

Learning Outcome 9 - Determine, implement and measure methods of effective communication

Stakeholders

Stakeholder groups and examples of interests
Manual p315
Government, Regulators, Customers, Consumers, Financial Institutions, Public, Parent companies or corporate functions, Directors, Employees, NGOs

NGOs (role, advantages, disadvantages)
Manual p314-316

Sustainable Event Management Practical Guide
Internal p36
External p37

Internal case studies

Board Room Buy In
https://www.edie.net/library/How-to-gain-business-boardroom-buy-in-on-sustainability-and-CSR-investment/6709

Employee Engagement
https://www.edie.net/library/Lighting-the-match--A-guide-to-behaviour-change-employee-engagement/6711

External case studies

Consumer Engagement
https://www.edie.net/library/The-S-word-edie-green-business-guide-to-communicating-sustainability/6716

Explain the role effective communication plays in achieving sustainable outcomes

Manual p317-318

Ensure rules are followed

Encourage involvement in initiatives

Identify opportunities for improvement

Improve community relations

Promote profile in public arena

Raise awareness and credibility with customers/consumers

Ensure good relations with regulators

Comply with statutory requirements

Explaining how communication methods need to be adapted to ensure meaningful engagement

Manual p320

Training and workshops, Posters, Videos/elearning/etc, Face to face communication, Brochures and newsletters, Social media / websites / intranet, Community liaison committees, Helpful/effective complaints procedure, Regulator consultation and reporting, Green claims, Corporate credibility schemes (eg ISO 14001), Product credibility assessment

Practical Guide p44

Email, Newsletter, Meeting, Letter, Contract, Info Sheets, Handbook, Intranet, Website, Signage, Programme, Media, Announcements, Onsite video, Advertising, SMS/Bluetooth, Phone apps, Ticketing, Application

Green Claims

Defra Guidance
https://www.gov.uk/government/publications/make-a-green-claim/make-an-environmental-claim-for-your-product-service-or-organisation

Greenwashing

Seven Sins of Greenwashing
http://sinsofgreenwashing.com/findings/the-seven-sins/index.html

Hidden trade off, no proof, vagueness, worshipping false labels, irrelevance, less of two evils, fibbing

Demonstrating effective use of communication skills and understanding how communication methods can facilitate improved performance

Informing

Consulting

Engaging

Learning Outcome 10 - Identify and engage in two way communication with stakeholders

Sustainable Event Management Practical Guide
Engagement and Communications
Chapter 2
p33-57

Identifying the benefits of collaboration and cooperation in responding to sustainability challenges, particularly when facing the same issues

Working collaboratively in teams and across broader structures and networks

Using a positive, proactive and resourceful approach to delivering tasks and working with others

Broader Structures: Different functions in the same organisation; value-chain, sectoral and cross-sector, between different countries

Learning Outcome 11 - Apply or implement tools, techniques, systems and practices that identify opportunities and risks

Demonstrating selection and use of appropriate tools, techniques and systems to identify risks and opportunities

Showing how identifying and tackling risks to the delivery of products and services can achieve resilience in changing and dynamic world

Risks and Opportunities: At an operational and organisational level, risks and opportunities to the environment, risks and opportunities presented by a changing environment

Risk management general principles
Manual p143-145

Environmental risk assessment
Manual p188-193

Learning Outcome 12 - Deliver projects and programmes that achieve performance improvement

Describing how a long-term vision for sustainability, with milestones and targets, facilitates delivery of sustainable products and services

Demonstrating use of key project management techniques that have delivered sustainable outcomes

Demonstrating how a financial return on investment and wider benefits create a business case for sustainabilit

Demonstrating how contracting and procurement is a vital component of improving sustainability performance

Manual chapter 8

Learning Outcome 13 - Implement change and transformation

Demonstrating knowledge of change management principles

Explaining how organisational culture contributes to improved sustainability performance

Identifying common barriers to creating positive sustainability cultures

Challenging unsustainable business behaviours

Manual chapter 10

The Four Cs / 4Cs

- Control
- Communication
- Co-operation
- Competence

http://www.hse.gov.uk/workplacetransport/information/organising.htm#a4cs

http://qscsafety.com/the-4-cs-in-health-and-safety.aspx