

ANNEX 1

ABSTRACTS

BULGARIA

1	<p>Inner transformation for sustainability in our agricultural SME in Yambol requires key skills like systems thinking, emotional intelligence, resilience and ethical leadership. While resilience and adaptability develop naturally through hands-on experience, structured training in sustainability leadership and mindfulness is lacking. Our company does not have formal tools for inner transformation, but employees gain knowledge through informal mentorship, seasonal reflection meetings and knowledge-sharing with other farmers. Training is limited to occasional EU-funded workshops, which focus on technical aspects rather than inner capacities. The main gaps include a lack of structured training, financial constraints and insufficient integration of sustainability-oriented skills into daily operations. Addressing these challenges requires targeted training on leadership and decision-making, supported by financial incentives. Embedding sustainability principles into policies and collaborating with agricultural cooperatives and NGOs can help institutionalize these competencies for long-term success.</p>
2	<p>In our mattress production company in Yambol, we understand that developing inner skills like problem-solving, teamwork, resilience and communication is key to facing sustainability challenges. However, these skills are not yet developed in a structured way. While employees are skilled in production, leadership and sustainability-focused problem-solving need more attention. We're beginning to adopt ideas like lean production to reduce waste, but our understanding of sustainability is still growing. Currently, we lack formal tools and training for sustainability transformation. Most training focuses on production and safety. We need better training for leadership, emotional intelligence and how to apply sustainability in daily work. It is good idea to add sustainability goals to our daily operations and have regular training for all employees. This would help make sustainability a part of our company's culture and align everyone's efforts with our long-term goals.</p>



3	<p>Our hotel staff need problem-solving, teamwork and flexibility to handle seasonal work, while managers require leadership and communication skills to guide them. Currently, these skills develop through experience rather than structured training. We lack formal sustainability programs. Some small practices, like team meetings and manager guidance, help, but training mainly focuses on daily tasks. The biggest gap is the absence of structured programs for leadership, teamwork and sustainability. To improve, we need short, practical training sessions that fit into our busy work schedule. Managers should lead by example and include sustainability in daily discussions. Using the quiet winter period for online training and planning better learning programs can help. By making sustainability a part of everyday work, we can create long-term positive changes for our business and the environment.</p>
4	<p>Our company recognizes the need for staff to develop skills such as adaptability, responsibility and a forward-thinking mindset to address sustainability challenges. While these competencies are more developed among our design staff (staff with highly skilled), they are less present among those operating the machinery (staff that is low skilled). Currently, there are no formal sustainability training programs and awareness on the topic remains limited among our staff. We would like to offer practical workshops focused on sustainability, personal growth and eco-friendly practices. By integrating these competencies into daily operations through clear goals and continuous learning, we hope to embed sustainability deeply within our company's culture.</p>
5	<p>In our architect studio, the development of inner transformation skills related to sustainability is recognized as essential to navigating long-term challenges. Our team possesses strong technical expertise, but there is a need to cultivate a mindset that integrates sustainability into daily decision-making and personal growth. Key concepts such as eco-conscious design thinking and holistic sustainability are recognized, but further development is required. Tools like mindfulness workshops, resilience training and leadership activities are potential interventions to support this transformation. The primary gap that we see, lies in linking personal development with sustainability goals. Systematic integration of sustainability into our operations can be achieved through regular trainings and embedding sustainability principles in project workflows, ensuring each team member contributes to the company's long-term sustainability vision.</p>
6	<p>Developing inner skills such as self-awareness, empathy, responsibility and ethical decision-making is seen as essential for achieving sustainability in daily retail operations. While these competencies are emerging at management level, they are not yet widespread among frontline staff. There is a lack of structured training, tools and emotionally engaging approaches as far as we know and we are informed. The company emphasizes the need for practical programs and integration of personal development into performance evaluations, internal communication and partnerships with local training providers to build a sustainability-oriented workforce. This could be done also by using digital training approaches.</p>

7	<p>Our company, engaged in printing advertising materials, has limited awareness of inner transformation practices with in staff for sustainability. While technical skills are strong, there is no structured development of inner capacities like responsibility or environmental awareness. Concepts such as mindful leadership are unfamiliar and no tools or training programs are in place. Sustainability is seen mainly in terms of materials. Key gaps include low awareness and lack of internal leadership. Practical, hands-on training and a management-level mindset shift are needed to begin integrating inner competencies into daily operations</p>
8	<p>We haven't focused much on inner transformation for sustainability until now, but reflecting on it, we see it could bring value to our work in mall advertising. While we don't currently use tools or training in this area, we believe developing inner skills like personal responsibility, awareness and long-term thinking could support more sustainable practices across our sales, design and installation teams. There are clear gaps in knowledge and structure, but we're open to starting small—with workshops, team discussions and more conscious routines to help connect individual actions to broader sustainability goals.</p>
9	<p>As a small team of consultants helping SMEs access EU funding, we're familiar with the idea of inner transformation for sustainability but haven't focused on it internally. While we value critical thinking, ethics and long-term impact, we haven't applied these intentionally in our work culture. There's a gap between what we know and what we practice. We see potential in simple steps—like reflection in meetings or purpose-driven client work—to start aligning our inner values with sustainability goals. Practical, relevant tools and time for mindful thinking could help us integrate this approach meaningful</p> <p>Sevina Ltd, a textile SME, highlights the need for professionals to develop awareness, responsibility, adaptability, and teamwork to address sustainability. While current competencies are limited, especially in production, the company is open to growth. They lack formal tools or training but see value in simple, practical programs—preferably in Bulgarian—that connect personal behavior to sustainability. Integration should begin with leadership training, regular meetings and embedding goals into daily operations.</p>
10	<p>Sevina Ltd, a textile SME, highlights the need for professionals to develop awareness, responsibility, adaptability, and teamwork to address sustainability. While current competencies are limited, especially in production, the company is open to growth. They lack formal tools or training but see value in simple, practical programs—preferably in Bulgarian—that connect personal behavior to sustainability. Integration should begin with leadership training, regular meetings and embedding goals into daily operations.</p>

GERMANY	
1	<p>The interview emphasizes a holistic worldview, where individuals see themselves as complete entities and parts of a larger whole, identifying with the earth and learning through both rational and intuitive means. This perspective calls for shifting from a zero-sum mentality in development to mutual flourishing, emphasizing interconnected well-being across personal, organizational and collective levels. While the regenerative movement recognizes these concepts, they are not yet fully embraced, often lingering within old paradigms.</p> <p>The Three Horizons model facilitates transformation: Horizon 1 denotes current paradigms, Horizon 3 envisions the future, and Horizon 2 serves as a bridge, supported by Inner Development Goals (IDGs). Various frameworks such as GAIA Education's holistic approach, Spiral Dynamics, and Gill Hutchins's Regenerative Leadership offer support for these ideals. Bio-Leadership and initiatives by the Institute for Relational Being provide additional methodologies.</p> <p>Efforts focus on envisioning future scenarios, fostering creativity, and addressing collective trauma through connecting with nature. Programs like the Bio-leadership fellowship and bioregionalism encourage organizations to serve nature, with IDG community training supporting these transitions. There is a move toward decentralizing power structures, promoting stewardship, and enhancing organizational connections, supported by tools like the Ecovillage Impact Assessment.</p>
2	<p>The interview highlights the importance of perspective-taking and self-regulation within organizations, emphasizing the need to observe oneself and one's societal role from a meta-level perspective. Awareness of oneself leads to greater awareness of the world. It stresses the significance of integrating emotional, somatic, and intuitive intelligences alongside cognitive intelligence, enhancing relationships with oneself, others, and the environment.</p> <p>Although individuals within organizations often recognize societal actions as nonsensical, systemic understanding and pattern recognition remain challenging. Current mindfulness and emotional intelligence initiatives often maintain rather than develop systems. A systemic approach is needed to connect individual responsibilities and collective outcomes.</p> <p>Resilience-building methodologies like Theory U, the Stella Approach, and the Circleway Method support transformative dialogue. Aligning internal and external development requires a non-dogmatic approach, suggesting transformational training as key. Companies' needs fluctuate between system change and connectivity, reframing concepts like resilience under varying terms such as future viability.</p> <p>Complexity competence, interdependence competence, systems thinking, and collaborative intelligence are essential for navigating power dynamics and uncertainty. Strengthening decentralization can enhance collective intelligence,</p>



	<p>promoting sustainability-oriented themes through a more fluid organizational structure.</p>
3	<p>The interview underscores the distinction between useful organizational norms and individual skills, emphasizing the importance of curiosity—actively practicing curiosity about ourselves and each other. Deep listening and heightened awareness are crucial for better attention and understanding, fostering a way of being that is self-aware and attuned to internal seasonality. These practices, while often individualized, are rarely adopted as shared cultural practices within organizations.</p> <p>Ecological inquiry emerges as a personal journey to discover appropriate tools and techniques. The interviewee hesitates to prescribe specific methods, instead advocating for liberating structures that serve as open-ended frameworks anyone can use. Organizations are encouraged to facilitate this open inquiry by providing starting points rather than rigid tools, sparking personal engagement and exploration.</p> <p>Exploring how individuals can develop personally and contribute meaningfully is vital. This involves learning to navigate personal and worldview relationships, emphasizing good listening and inclusiveness. Training in methodologies like sociocracy and holocracy is mentioned as a means to support these developmental goals, encouraging a more self-aware and interconnected approach within organizations.</p>
4	<p>The interview emphasizes the importance of the interdependence competency, recognizing that all elements are interconnected within a complex system. Stella Schaller highlights the need to learn from nature, a regenerative system, to prevent the potential loss of civilizational achievements like democracy and freedom. This requires reimagining how society functions and shifting from serving the economy to the economy serving us.</p> <p>Barriers exist, as some individuals struggle with adopting new perspectives or advocating for unfamiliar ideas. Openness and deep engagement are often hindered by external constraints like limited time. The presence of an "icebreaker" can catalyze others to follow.</p> <p>Tools for fostering change include backcasting, role-playing, and visioning, which encourage understanding and empathy. These methods support internal transformation, even if the focus is external. Programs like the Inner Development Goals and initiatives such as building workshops in botanical gardens promote self-directed learning and self-efficacy.</p> <p>SMEs and large corporations face different challenges. SMEs need a dedicated advocate for change, ideally at the management level. In large corporations, motivated employees often encounter resistance from executives attached to outdated systems. Psychological resistance arises because these leaders have long succeeded within established frameworks.</p>



5	<p>The peer-to-peer approach known as "Filia" offers a valuable strategy for empowering women in leadership roles through a mix of software courses and in-person interactions. This method promotes mutual support across hierarchies, focusing on building trust, psychological safety, and generative conversations rather than gossip. Key to this approach is self-awareness and understanding interpersonal dynamics, highlighting the importance of self-care and boundary-setting to effectively support others. Deep internal transformation, especially concerning trauma in leadership roles, is crucial, as is translating personal insights, like one's connection to nature, into organizational impact.</p> <p>Within corporate environments, coaching services are becoming more mainstream, focusing on women's empowerment, personal transformation, and mindfulness. Institutions like IU and ESCP offer online programs and retreats for leadership and self-development, emphasizing sustainability leadership. The Evolut Institute and Panda provide leadership development programs, although company bookings remain limited.</p> <p>There is a growing interest in implementing agile and decentralized models like Holacracy. The challenge lies in identifying a niche or connection point within organizations for these conversations, often involving HR or management. Platforms like PhilGym could help address sustainability training needs, providing a bridge between interest and actionable solutions.</p>
6	<p>A love for life and genuine enjoyment of being human are foundational to personal and professional fulfillment. Respecting all life forms and maintaining objective perception enable us to face problems directly and endure setbacks with tolerance. Progress requires persistence, stubbornness, and the strength to advocate for meaningful causes.</p> <p>In many companies, there's a tendency to conform, making those who succeed with distinct approaches rare. Yet, sectors like organic food and renewable energy prove that alternative paths can thrive. In large corporations, individuals displaying these traits often face challenges, as seen in projects where topics about the common good were ideologically restricted.</p> <p>Companies have recognized the potential harm from business activities and strive to mitigate damage while emphasizing common good economy principles. Some utilize frameworks like the Inner Development Goals (IDGs) and sustainability psychology for internal transformation. Practices like meditation help stabilize inner strength, enhancing resilience and conflict management within conventional companies.</p> <p>Corporate values should encompass these competencies, building trust in employees' ability to interpret environments positively. Encouraging nature and societal connections is vital. Companies can become community education hubs, offering seminars on societal and environmental functioning. Presenting these values externally is crucial for ethical governance, embracing experimentation alongside financial considerations.</p>

7	<p>Professionals should cultivate three key types of intelligence: analytic, dialectic, and crealectic. While analytic intelligence dominates in companies, dialectic intelligence, which requires philosophical development, is often overlooked. Crealectic intelligence emphasizes holism and process intelligence, helping to prevent a narrow focus. Encouraging a holistic approach enables individuals to lead less fragmented lives and fosters an overview mindset, enhancing personal growth and company performance. This aligns with life's creative essence, moving beyond mere productivity.</p> <p>Typically, analytic intelligence receives about 60% of the focus, dialectic 30%, and crealectic the rest, with a balanced distribution being ideal. Continuous training in holistic thinking is essential to counteract ingrained analytical tendencies. Coaching serves as a key entry point for inner transformation. Companies like Vattenfall are interested in integrating sustainability with philosophy, although some avoid the philosophical label. The emphasis is on inner transformation, enabling individuals to connect with their authentic voices and think beyond basic needs.</p> <p>Methods like SMILE_PH, involving group workshops, and shifting from creativity to compossibility are employed. Philosophical dialogue remains rare, though companies like Team Inside use one-on-one interviews. Leadership development is crucial, with workshops aiding emerging leaders. HR and strategy units, along with research and development, offer potential entry points, though more data is needed to refine this focus.</p>
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8	<p>The current business landscape often lacks a perception of alternative futures, predominantly focusing on profit. A philosophical approach is necessary to grasp the bigger picture and explore deeper possibilities. This involves creating space to look beyond immediate concerns, recognizing that companies often see only what's presented, such as AI, without delving further.</p> <p>Focusing solely on future topics isn't effective; instead, it's about navigating complexity. Whether people are in a "comfortable nest" or a "golden cage," they eventually wonder "What if?"—a state we might term "collective unease." Some question this internally, while others need external prompts.</p> <p>Futures are shaped by AI and governed by control and individuality—the envisioned future versus the anticipated one. Many tools stem from linear thinking, such as scenario planning and cause-and-effect analysis, which don't suit complex systems. The "Futures Telescope" concept illustrates how we constantly view the future through lenses shaped by past experiences and current pressures. Understanding and uncovering these lenses is crucial for insight into potential futures.</p> <p>While past methods from the 1980s don't align with today's context, there is an effort to succeed with outdated linear approaches in complex environments. Complexity research offers some training, although often superficial and function-focused.</p> <p>There's a shift as more people move away from pursuing "more," yet without clear alternatives. Trend researchers and similar roles exist, but their insights remain siloed within companies, preventing internalization of this external knowledge. Expanding awareness and fostering environments for philosophical exploration can help navigate these complexities and uncover viable alternatives for the future.</p>
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9	<p>Encouraging collaboration across departments is essential for understanding the link between sustainability, business, and society. Professionals should develop strong argumentative and relationship-building skills, supported by competencies like wisdom, resilience, mindfulness, and humor. Balancing short- and long-term goals with profitability, legalities, and ethics requires nuanced approaches.</p> <p>While some of these attributes exist within companies, they are often underdeveloped. Purpose-driven organizations tend to nurture these skills more holistically. Ancient and nature-derived wisdom provides a framework for aligning broader system perspectives with profit motives.</p> <p>Google's mindfulness and purpose-driven work program is an example of integrating these competencies. Nonviolent communication aids conflict resolution by addressing emotions and unmet needs. Activities like Deep Dives, constellations work, and role-switching increase awareness. Mental health practices, such as reducing open loops and prioritizing tasks, enhance well-being.</p> <p>Understanding deep ecology and the interconnectedness within ecological cycles is crucial for fostering eco-consciousness. Appreciating the global impacts of local actions deepens this understanding. Promoting local activities that combine sports with sustainability supports physical and mental creativity. Integrating these practices can transform company approaches to sustainability, fostering deeper connections within business and society.</p>
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<p>10</p>	<p>Professionals should cultivate the ability to reflect on their actions and understand their impact on others. This involves taking an interest in the world beyond oneself, recognizing the mutual benefits of a thriving environment, and having the courage to learn through trial and error.</p> <p>In some organizations, sustainability is a core purpose, tied closely with social aspects. However, internal competencies and employee development may not receive enough emphasis, particularly in traditional management structures where enabling people is still budding. Concepts like personal reflection and openness to new perspectives are important, yet genuine openness and constructive criticism can be lacking. This often leads to self-focused views and ineffective interpersonal dynamics. Addressing internal issues is a prerequisite before turning outward.</p> <p>Nonviolent communication is a valuable tool for understanding others' perspectives and motivations, fostering empathy and consideration of multiple viewpoints. Establishing fundamental principles can serve as a foundation for this understanding.</p> <p>The Stella Approach is one available program that could support these goals. However, creating time and space for reflection within companies is crucial, as many are caught up in daily operations.</p> <p>A practical strategy to inspire change is implementing a "lighthouse project" or best practice example, which can serve as a model for others. Delegating responsibility effectively helps ensure that daily operations continue smoothly while exploring new initiatives. This approach can gradually build a culture of reflection, openness, and continuous improvement, ultimately enhancing both individual and organizational well-being.</p>
<p>POLAND</p>	



<p>1</p>	<p>In small businesses, key skills like adaptability, resilience, systems thinking, and ethical awareness are crucial for balancing business viability with sustainability goals. Creative problem-solving, emotional intelligence, and collaboration are essential, as sustainability often depends on partnerships. Mindfulness aids in focusing on long-term decision-making over short-term profits.</p> <p>Entrepreneurs typically have a strong personal commitment to sustainability, but integrating these practices into daily operations can be challenging. Keeping up with regulations and trends while managing business demands is difficult. Frameworks like regenerative leadership and circular economy thinking are adopted by some, though concepts like the Inner Development Goals (IDG) are not fully integrated.</p> <p>Reflective decision-making, peer learning, sustainability self-assessments, and storytelling are tools used to engage with sustainability. However, formal programs often target larger corporations, leaving small businesses with a gap in practical, affordable sustainability training. Challenges include a lack of SME-specific training, frameworks, and financial incentives.</p> <p>Opportunities for small businesses include developing workshops on sustainable practices, tools for simple sustainability impact measurement, and coaching in ethical leadership and long-term thinking. Embedding sustainability into business values, creating internal guidelines, and partnering with sustainability networks can enhance ongoing learning and integration into daily operations.</p>
<p>2</p>	<p>Integrating sustainability in your company requires self-awareness, ethical leadership, resilience, and systems thinking. As a Brand Manager, empathy and communication are key to crafting a compelling sustainability narrative. Creativity and challenging traditional practices are essential as sustainability often means reimagining business norms.</p> <p>Your company aligns with the IDG philosophy, but integrating it daily is challenging due to a lack of employee familiarity and structured learning. Despite personal commitment, many resources focus on large corporations, offering few practical tools for mid-sized companies.</p> <p>While large corporations link initiatives like conscious leadership to sustainability, SMEs, particularly in Poland, find IDG a niche concept. Efforts include workshops exploring IDG principles and aligning sustainability with brand storytelling. However, structured frameworks are needed for systematic implementation.</p> <p>Sustainability programs often emphasize environmental impact over inner development, with IDG-related training rare in Poland, posing adaptation challenges for SMEs that need practical guidance.</p> <p>There's a need for practical IDG integration guidelines, SME case studies, and networking for shared learning. Accessible training tailored to SME challenges would build necessary competencies. Positioning IDG as a key brand pillar,</p>

	<p>increasing internal awareness, and incorporating IDG in management and storytelling can further align sustainability with your brand.</p>
<p>3</p>	<p>Self-awareness, ethical decision-making, psychological resilience, and systems thinking are key to incorporating sustainability in SMEs. Critical thinking and challenging existing processes fuel sustainability innovation, while crisis management and adaptability are vital for daily integration of sustainable practices.</p> <p>Despite awareness, many SMEs lack well-developed competencies in Inner Development Goals (IDG), stalling their progress. This is partly due to insufficient training and structured discussions, with mentors and trainers finding limited SME-focused resources. Conscious leadership and value-based decision-making remain sporadically applied, and the internal transformation needed to embed IDG principles is often absent.</p> <p>Support comes from workshops, coaching, and brainstorming activities that enhance systems thinking, leadership empowerment, and strategy development. However, SMEs face a shortage of structured frameworks and practical guides. Most educational programs emphasize environmental aspects over leadership transformation, with IDG-focused offerings scarce, particularly in Poland, and tailored predominantly for large corporations.</p> <p>To bridge these gaps, SMEs require practical educational programs focused on daily IDG integration, along with case studies and networking platforms for shared learning. Leadership training should stress systems thinking, crisis management, and collaboration, embedding IDG principles into management. Regular mindfulness practices could systematically foster the adoption of sustainability, equipping SMEs to navigate related challenges effectively.</p>



4	<p>Professionals in SMEs need to cultivate leadership abilities, emotional intelligence, stress management, and decision-making skills. Leaders foster a respectful and open environment, ensuring motivation and trust while managing their own stress, which impacts the workplace atmosphere. Adaptability to changing conditions is vital, as is handling stress calmly and making decisions aligned with sustainability goals.</p> <p>Your company is committed to developing these competencies, promoting a culture of respect, openness, and personal growth. Artistic projects like Artistic Show-Performance exemplify this approach, enhancing collaboration and motivation. Social responsibility is embedded in operations through values such as empathy, equality, and responsibility, contributing positively both locally and globally.</p> <p>Tools like coaching and mentoring support inner transformation by promoting personal growth for leaders, enhancing their ability to create a sustainable work environment. Stress management techniques and continuous feedback help maintain alignment with sustainability goals and keep the team focused. Stress management and interpersonal skills training emphasize self-reflection as key to personal development.</p> <p>While current educational programs exist, the consistent integration of Inner Development Goals into everyday operations remains a challenge. Developing regular meetings and discussions can reinforce collaboration, communication, and stress management. Small workshops can further embed these principles into daily practice, fostering a supportive company culture where employees feel valued and understood.</p>
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5	<p>In SMEs, key inner skills include emotional intelligence, stress management, and thoughtful decision-making. Managing reactions in stressful situations and effectively communicating with empathy are vital, especially in tackling complex issues like sustainability.</p> <p>Your company is in the early stages of focusing on these competencies, with room for improvement. There's growing interest in integrating self-awareness and stress management into daily work, though it remains a learning process. Emphasizing emotional intelligence aims to foster collaboration and a sustainable, positive environment.</p> <p>Currently, practices such as team check-ins on well-being and stress levels, along with exploratory mindfulness activities, support a supportive work environment. While there are workshops on well-being, stress management, and communication, formal sustainability programs are lacking. The focus is on informal learning and incorporation of these ideas into daily tasks.</p> <p>Challenges include needing more resources for integrating sustainability into daily operations and viewing actions through a lens of social responsibility and environmental impact. Training in emotional intelligence, communication, and leadership, along with practical resources on applying sustainability in small businesses, would be beneficial.</p> <p>To integrate these competencies, regular meetings and small workshops focusing on emotional intelligence and sustainability can help make these practices part of everyday operations, gradually embedding them into company culture.</p>
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6	<p>To effectively tackle sustainability challenges, SMEs should focus on enhancing stress management, decision-making, and leadership skills across all organizational levels through modern team management techniques. Training in communication and feedback, such as "Mastering Communication," and leadership programs like postgraduate management studies are crucial. Employees also engage in stress management and burnout prevention programs, promoting long-term commitment and competence development.</p> <p>Your organization's policies and training emphasize continuous improvement. Any identified gaps, such as CRM understanding, are quickly addressed with targeted training, and the "Master of Communication" program has significantly improved interpersonal skills. Despite high turnover, established corporate platforms help new employees maintain competencies.</p> <p>A strong feedback culture promotes open communication from onboarding to offboarding, including regular progress reviews and problem-solving meetings. Training in emotional intelligence and stress management supports a sustainable workplace culture, along with product and technical training.</p> <p>The company offers programs for internal transformation, including certifications and workshops on mindfulness and self-reflection. Post-pandemic, a comprehensive well-being program aids mental and physical health.</p> <p>Active CSR involvement and continued training in CSR and green practices enhance sustainability skills. Initiatives like the "Bronze Diploma" for environmental practices and volunteer activities integrate sustainability into daily operations. Leadership recognition events promote professionalism, respect, and trust, institutionalizing sustainability competencies.</p>
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7	<p>Professionals should cultivate three key types of intelligence: analytic, dialectic, and crealectic. While analytic intelligence dominates in companies, dialectic intelligence, which requires philosophical development, is often overlooked. Crealectic intelligence emphasizes holism and process intelligence, helping to prevent a narrow focus. Encouraging a holistic approach enables individuals to lead less fragmented lives and fosters an overview mindset, enhancing personal growth and company performance. This aligns with life's creative essence, moving beyond mere productivity.</p> <p>Typically, analytic intelligence receives about 60% of the focus, dialectic 30%, and crealectic the rest, with a balanced distribution being ideal. Continuous training in holistic thinking is essential to counteract ingrained analytical tendencies. Coaching serves as a key entry point for inner transformation. Companies like Vattenfall are interested in integrating sustainability with philosophy, although some avoid the philosophical label. The emphasis is on inner transformation, enabling individuals to connect with their authentic voices and think beyond basic needs.</p> <p>Methods like SMILE_PH, involving group workshops, and shifting from creativity to compossibility are employed. Philosophical dialogue remains rare, though companies like Team Inside use one-on-one interviews. Leadership development is crucial, with workshops aiding emerging leaders. HR and strategy units, along with research and development, offer potential entry points, though more data is needed to refine this focus.</p>
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<p>8</p>	<p>To effectively tackle sustainability challenges, professionals in SMEs must develop skills such as analyzing sustainability-related risks and opportunities, motivating teams to align with sustainability principles, promoting responsible attitudes, managing stress, finding sustainable solutions, and engaging with clients, suppliers, and communities.</p> <p>Your company has developed most of these competencies. Strengths include a strong emphasis on social responsibility, collaborative relationships with clients and suppliers, and actively seeking eco-friendly solutions. However, challenges remain in managing sustainability-induced stress and improving risk and opportunity analysis.</p> <p>To support inner transformation, your company applies concepts like the Circular Economy to minimize waste, Teal Organizations for self-management and trust, and a focus on employee well-being to build resilience. Tools supporting sustainability transformation include Environmental Management Systems (like ISO), employee training on sustainability, mentoring programs for leadership development, process optimization to reduce waste, advanced technologies for resource management, and collaborations with NGOs.</p> <p>Educational programs like mindfulness courses, MBSR, work-life balance training, and health-focused initiatives enhance employee engagement and effectiveness. Nonetheless, there are gaps in accessible training tailored for small businesses and in integrating well-being and mental resilience education.</p> <p>Additional support could come from practical workshops specific to SMEs, expanded well-being and stress management programs, and mentoring to help leaders manage change sustainably.</p>
<p>9</p>	<p>In SMEs, key competencies for addressing challenges include stress management, operational optimization, and realistic task delegation. Your company has developed these well, ensuring that even with a small team, tasks are completed effectively, and each member understands their responsibilities.</p> <p>Employees benefit from free training sessions offered by associations like the HR Academy, Leadership Academy, and Mentor Club, helping them develop both professional and personal skills and supporting the transition towards sustainability. Current participation in programs like the Mentor Academy and HR Academy aids in developing leadership, self-reflection, well-being, mindfulness, and other essential skills for sustainability.</p> <p>However, gaps in marketing and accounting have been identified, indicating areas for improvement. Initiatives focusing on emotional intelligence and stress management development could significantly advance the company's sustainable development goals. Importantly, competencies should be clearly defined and aligned with the strategic goals of the organization to ensure effective transformation.</p>

10	Construction SMEs are aware of some sustainability challenges but have limited knowledge of inner development concepts. Key needs include stress management, responsible decision-making, and leadership under pressure. While technical compliance is well addressed, soft skills and emotional competencies are underdeveloped. To bridge this gap, SMEs need practical, short-form, job-relevant tools and training. Systematic integration can be achieved through onboarding, evaluations, and incentive structures, with clear leadership support. External support, examples, and peer exchange are essential to accelerate transformation.
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SWEDEN

1	The interviewee emphasized the importance of creativity, critical thinking, communication, and collaboration as fundamental skills for the 21st century, with an increasing emphasis on systems thinking, motivation, and awareness, as well as analytical thinking, resilience, flexibility, and agility. They noted that these competencies' development varies across organizations, largely depending on leadership, particularly in SMEs where high-paced work prioritizes deliverables over inner development. Concepts used for inner transformation include Inner Development Goals (IDGs), Utvecklande Lederskåp (UL) from the Swedish Defence University, and adult development psychology. Support comes from individual coaching, workshops, and team discussions. The interviewee highlighted the significance of their training program, "Become an IDG-practitioner," conducted with Siri Wikander, as a unique resource. A pivotal need identified is a shift in norms and attitudes toward viewing inner development not as a cost but as a long-term investment. Mental health challenges present opportunities for change. While various tools are available, the interviewee argues that a mindshift to high-level commitment and prioritizing time for inner transformation is more crucial than specific tools. They acknowledged the challenge of integrating these competencies and lauded Icebug's approach but stressed the importance of tailoring practices to each organization.
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<p>2</p>	<p>The interviewee identified several key capacities for SMEs dealing with complex sustainability issues: self-awareness, trust-building, understanding group dynamics, systemic thinking, and cross-functional collaboration. However, these capacities are generally underdeveloped due to separate frameworks for cultural and leadership behaviors, lack of inclusion of personal development, and an emphasis on formal leaders over all employees. While there's limited interest in Inner Development Goals (IDG), organizations rely on psychological models and have programs that are instructional rather than experiential. Tools in use include digital coaching, workshops, team development efforts, and peer learning structures. Existing training programs are typically in-house and external leadership programs, with mindfulness emerging around 2020 despite terminology challenges. Gaps include insufficient support for employee-wide inner development, lack of personal development in frameworks, vague collaboration practices, and a disconnect between strategy and transformation efforts. For SMEs, aligning IDGs with sustainability-linked visions or products might increase interest. Needed are shared frameworks for collaboration and system awareness, practical team reflection tools, role-neutral training, and embedded microlearning. Institutionalizing these practices requires leaders to value and model development, integrate development into leadership identity and practices, and embed it in onboarding and strategic processes. Evaluating behavior post-shifts can also preserve valuable insights.</p>
<p>3</p>	<p>The interviewee emphasized the relevance of all Inner Development Goal (IDG) skills, particularly relating skills, which highlight interdependence and connection to the world. They consider this understanding crucial for companies to believe they can make a difference. However, organizational structures have not adjusted to changing complexities, often persisting in top-down approaches that hinder IDG utilization. Key skills are underdeveloped due to lack of leadership support and trust. Existing tools and approaches include "Meetings with Meaning," structured in three phases to enhance collaboration on complex issues. While larger companies have sustainability roles linked to HR for capacity development, SMEs face more challenges. A disconnect exists between leadership programs organized by HR and business needs, and business staff are often detached from sustainability efforts. Bridging business, HR, and sustainability staff through a common language and integration is necessary. Current supports often consist of one-off workshops instead of sustained commitments. Effective interventions rely on the inner motivations of individuals. There is an excessive focus on individual tools, rather than holistic organizational and leadership restructuring. Wider perspectives, such as Fredrik Laloux's "Reinventing Organizations," Gestalt approaches, and Sociocracy 3.0, are needed to support institutionalizing these changes.</p>

4	<p>The interviewee emphasizes the importance of aligning one's inner values with organizational values to foster purpose, responsibility, and sense-making, especially during challenging times. She highlights the necessity of connectedness and co-creation skills, requiring courage and optimism amidst a focus on negativity and productivity. Companies often address values at a corporate level, but less so individually, although integration of both is improving. Initiatives like paid volunteer days, yoga classes, and walk-and-talk meetings are examples of fostering individual connections and co-creation. Mentorship and leadership development are common but typically limited to select employees. While some companies, such as Ikea and Icebug, utilize the IDG framework, there's a general disconnect between corporate and individual-level training and engagement. This gap underscores the need for experiential learning that empowers individuals by linking personal impact to organizational processes. Group reflections on dilemmas can enhance responsibility and engagement beyond individual reflections. Successful integration of these ideas requires embedding them into staff development conversations and all organizational processes, creating a shared language for operation, reflection, and improvement. This holistic approach enables companies to navigate complexities effectively, aligning individual and organizational growth.</p>
5	<p>The interviewee underscores the importance of reflective capacity, both individually and collectively, as a crucial competency for addressing sustainability, yet notes that time constraints and stress often inhibit reflection, particularly in SMEs. While larger companies may allocate some time for reflection, SMEs struggle with integrating this practice. Current economic conditions, such as recession, may temporarily allow more reflective engagement. Many SMEs are beginning to explore new concepts of inner development and sustainability, often understanding these from a personal rather than professional perspective. Some companies provide designated reflection time, supported by tools and knowledge networks like CMB. Initiatives like "Sustainable Development Gothenburg" include reflection groups that connect personal insights to organizational impact. Despite progress, a significant gap remains in integrating inner development with sustainability practices due to the persistent focus on efficiency and lack of reflection space. The interviewee suggests shifting away from an emphasis on effectiveness towards an integrated approach, which is challenging for SMEs. They also highlight the isolation sustainability experts may face. Institutionalizing these reflections requires integrating them into education, encouraging engagement with philosophical and interdisciplinary questions, and structuring reflection within projects. This process involves understanding project characteristics, selecting partners, and establishing frameworks for ongoing reflection and sharing.</p>

<p>6</p>	<p>Icebug, a Nordic footwear brand, has embraced the Inner Development Goals (IDGs) since 2022 to drive sustainable transformation. The company focuses on developing individual and collective capacities, initially emphasizing transformational and self-leadership. Icebug tackles the IDGs one category at a time, devoting one hundred days to each and encouraging employees to practice one skill per period to facilitate gradual development.</p> <p>Practical steps to embed the IDGs into Icebug's culture include forming groups of 5-7 IDG ambassadors who regularly share learnings without top management involvement, though including CEOs might have been beneficial. Support tools comprise training, digital learning via the 29k app, and workshops on complexity awareness, perspective-taking, and sense-making. These initiatives have led to tangible results, such as improved collaboration, enhanced waste reduction efforts, and a better environment for constructive feedback.</p> <p>Icebug incorporated their "rethink" concept, encouraging employees to challenge norms and redefine roles without strict job descriptions. Development occurs in a state of moderate discomfort to maximize learning and growth.</p> <p>Clear framing distinguishes personal sharing from professional development, providing a safe environment for growth activities. Icebug's culture of development fosters self-improvement enthusiasm, integrating reflection and reconsideration vocabulary into everyday work. This approach promotes open-mindedness and proactive improvement, aligning with their sustainability goals.</p>
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7	<p>The interviewee considers the Inner Development Goals (IDG) framework vital for personal and organizational growth, encouraging individuals to "step out" of routines to gain new perspectives. This shift is important for developing skills like presence, perspective-taking, complexity thinking, and creativity, which are often neglected due to an emphasis on production and external achievements, causing stress and driving away those interested in inner work.</p> <p>Linked to the Sustainable Development Goals (SDGs), the IDG framework supports her scientifically-backed approach. Although not widely recognized, it is well-received, especially with experiential exercises. Her story of overcoming burnout through inner work illustrates enhanced resilience and efficiency.</p> <p>Companies like Tetra Pak and Ikea are adopting these concepts, with Tetra Pak offering meditation sessions and Ikea integrating inner dimensions into their supply chain processes. Theory U's "group coaching" aids in achieving shared understanding in challenging situations.</p> <p>Focusing on workshops for larger companies, she collaborates with VATI to develop a program connecting inner growth with sustainable change for SMEs. "Shift 10" aims to transform 10% of businesses through sustainability consultation.</p> <p>Maintaining commitment to inner development is challenging. Effective tools, training, and practice communities are essential for fostering new perspectives. "Shift 10" provides a change framework linked to the IDG framework, utilizing methods like J. Cutter's 8-step tool and the Change House model, emphasizing customized solutions.</p>
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8	<p>The interviewee views the Inner Development Goals (IDG) framework as essential for personal and organizational growth, urging individuals to "step out" of routines for new perspectives. This step is crucial for developing skills such as presence, perspective-taking, complexity thinking, and creativity, often lacking due to a focus on production and external achievements. This emphasis can cause stress and deter those interested in inner work from corporate roles.</p> <p>The IDG framework, related to the Sustainable Development Goals (SDGs), supports her scientifically-backed approach. While not widely recognized, it resonates well, particularly when paired with experiential exercises. Her personal story of overcoming burnout through inner work highlights enhanced resilience and efficiency.</p> <p>Companies like Tetra Pak and Ikea are adopting these ideas, with Tetra Pak introducing meditation for smoother mornings and Ikea incorporating inner dimensions into supply chain efforts. Theory U's "group coaching" facilitates shared understanding in challenging scenarios.</p> <p>She emphasizes workshops with larger companies, as individuals in smaller firms often manage their development. Through collaboration with VATI, she created a program linking inner growth to sustainable change for SMEs. "Shift 10" seeks to transform 10% of businesses through consulting on sustainability transformations.</p> <p>Sustaining organizational commitment to inner development is a significant challenge. Effective tools and training are vital for new perspectives, as are practice communities for ongoing engagement. "Shift 10" offers a change framework linked to the IDG framework, incorporating methods like J. Cutter's 8-step change management tool and the Change House model, prioritizing tailored solutions over a one-size-fits-all approach.</p>
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9	<p>Professionals require a suite of competencies to tackle sustainability challenges, including systems thinking, critical reflection, and adaptability. Skills like empathy, collaborative communication, and values-driven leadership are crucial for co-creating solutions across disciplines and sectors. While SMEs excel in adaptability and practical collaboration due to their size and networked nature, they often lag in complex areas like systems thinking and resilience due to time, resource constraints, and limited access to structured training.</p> <p>SMEs may not explicitly frame co-creation and interdisciplinary learning as part of inner development, but these align naturally with their collaboration practices. Tools like impact workshops (Impact Canvas) and the LIEPT model support strategic reflection in collaborative settings, promoting adaptive thinking. Programs such as "Att leda i samverkan" (Leading in Collaboration) and "Samverkansakademien" help develop reflective and co-creative leadership skills. Platforms like Future by Lund and Lund Innovation District offer SMEs structured dialogue, experimentation, and learning opportunities around sustainability.</p> <p>However, there's a lack of tailored, time-efficient training for SMEs that focuses on inner development, and many are unaware of tools from university collaborations. Challenges like scalability and contextual adaptation hinder the transfer of models like LIEPT. Developing SME-adapted training modules and digital resources can help integrate IDG-related skills into daily operations. Additionally, mentorship programs, peer learning networks, and self-assessment tools can enhance SMEs' capabilities in resilience and collaborative learning, supporting a more sustainable and cooperative business environment.</p>
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10	<p>-Focusing on inner development goals (IDGs) is a challenge for many organizations, particularly SMEs, due to limited time and a pressing focus on financial effectiveness. While cooperation and relating are crucial for business transformation, they often overshadow the "Being" dimension, which underpins sustainable practices by ensuring individuals care for themselves. This difficulty in integrating inner issues could stem from low interest or perceived lack of priority, compounded by the struggle to adopt sustainability concepts.</p> <p>Leadership and cooperation management concepts intersect with these challenges. In IDGLab, tools such as ACT, mindfulness, and Theory U help address them. Despite diverse initiatives—from study group materials by 'Hållbar Utveckling Skåne' to the church's 'transformation gyms'—continuation and engagement remain vital. The IDGLab aims to offer workshops, including 3 meetings and a digital session, primarily targeting individuals in transition or new ventures and less so larger organizations or municipalities. They plan to expand this format for SMEs.</p> <p>Evidence demonstrating the benefits of inner work, even for non-sustainability-focused companies, is crucial to advancing this agenda. Tools require adaptation for context—time constraints and language—and should clarify on training's purpose and benefits. They should function both in groups and individually, with structures supporting ongoing engagement.</p> <p>Institutionalizing these practices could start with introducing them in educational curricula (e.g., SEEL learning) and gathering proof of their organizational relevance, such as reduced staff stress. Integrating IDGs into mainstream leadership approaches is another step forward, particularly beneficial for medium to larger companies, as smaller companies often skip extensive leadership courses.</p>
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PORTUGAL

1	<p>The interview highlights significant gaps in leadership, business understanding, and collaboration within the marble industry, where many small and medium-sized enterprises remain family-run and resistant to professional development. There is a prevailing cultural reluctance towards training, often perceived as overly academic and irrelevant, stemming from past experiences with rigid, impractical programmes. As a result, essential competencies—such as strategic thinking, partnership-building, and awareness of available support mechanisms—are underdeveloped, limiting the sector's ability to adapt during challenging periods.</p> <p>Contemporary concepts such as ethical leadership, emotional intelligence, and mindfulness are largely absent, with businesses focused more on immediate operational concerns than on long-term resilience. While some performance monitoring tools have been introduced, their use remains fragmented and lacks a cohesive strategy. A more effective approach would prioritise short, targeted</p>
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	<p>training sessions delivered through digital and interactive formats, incorporating gamification and practical guidance tailored to day-to-day realities.</p> <p>To overcome resistance and shift entrenched attitudes, training should avoid technical jargon and instead address familiar behaviours and symptoms, encouraging gradual awareness and self-directed engagement. A renewed, collaborative strategy—driven by businesses, institutions, and community actors—is needed to reshape the sector’s learning culture, making development more engaging, relevant, and aligned with both current challenges and future aspirations.</p>
<p>2</p>	<p>This interview highlights how vital it is for professionals in small and medium-sized enterprises to develop a mix of technical, organisational, and human skills to ensure long-term sustainability. Systemic thinking—understanding how all parts of a company connect—is key, as is ethical leadership that values empathy, collaboration, and purpose. Emotional resilience and the ability to communicate well, adapt to change, and think creatively are also central to building a healthy, future-ready organisation.</p> <p>The company in question has made solid progress in some of these areas, especially when it comes to conscious leadership and open communication. Regular team meetings, a willingness to innovate, and efforts to link personal values with company goals show a strong foundation. Still, challenges remain—particularly in building deeper sustainability knowledge, overcoming cultural resistance to change, and ensuring training is both practical and accessible. Many current initiatives lack integration or miss the emotional and personal dimensions of change.</p> <p>To truly embed these values and skills, a more structured and consistent approach is needed. This means setting clear sustainability goals, offering regular and relevant training, forming internal teams to drive progress, and aligning communication and incentives with company values. By weaving sustainability and inner transformation into everyday operations, businesses can strengthen resilience and support a more engaged and capable workforce.</p>



<p>3</p>	<p>The interview highlights internal communication as a fundamental competency for aligning team members with an organisation's objectives. Effective communication ensures clarity of roles, shared understanding of goals, and coordinated efforts towards common outcomes. However, despite an awareness of sustainability within the company, the absence of a clear communication strategy has hindered progress. Without defined direction or messaging, sustainability remains an abstract concept rather than a structured, actionable priority.</p> <p>Currently, the company focuses heavily on technical expertise, offering training programmes centred on professional knowledge. Yet, this emphasis overlooks the importance of inner transformation and broader organisational change. Concepts such as emotional intelligence, mindfulness, and self-regulation—often embraced by more advanced companies—are not yet integrated into the firm's practices. The lack of supporting tools and systems further prevents a meaningful shift towards sustainable ways of working, revealing a gap between operational efforts and the personal development needed for long-term resilience.</p> <p>Resistance to change remains a significant barrier. The interview suggests that incorporating training in emotional intelligence and self-regulation could support employees in building greater personal resilience and emotional balance. This would help teams better navigate the complexities of sustainability, creating a healthier, more adaptive work culture. To move forward, the company must invest in both strategic communication and human development, ensuring that sustainability is understood not only as a technical objective, but as a cultural and emotional transformation.</p>
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4	<p>The interview emphasises the importance of developing critical thinking, adaptability, and innovation as core competencies for achieving sustainable transformation within technology companies. These skills are essential not only for navigating rapid technological change—such as the rise of artificial intelligence—but also for ensuring that innovation is aligned with real organisational needs. In this company, critical thinking is used deliberately to evaluate new technologies, promoting conscious, value-driven integration rather than reactive trend-following.</p> <p>A culture of continuous improvement supports internal sustainability efforts, with strong emphasis placed on shared responsibility, open dialogue, and active listening. Quarterly performance reviews serve as a platform for mutual feedback, personal reflection, and alignment of individual goals with the company's broader mission. In parallel, annual training needs assessments guide the development of targeted training plans, reinforcing professional growth and fostering alignment between technical development and organisational values.</p> <p>Despite this progress, a key gap remains: the underinvestment in human-centred skills such as emotional intelligence, communication, and change management. To address this, the interviewee recommends integrating these competencies more systematically through dedicated workshops, coaching, and leadership modelling. Embedding such skills into everyday processes and performance evaluations would further institutionalise them, helping to balance technical expertise with the emotional and interpersonal intelligence required for long-term, sustainable success.</p>
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<p>5</p>	<p>The interview underscores the enduring importance of critical thinking and a growth mindset as foundational skills for organisational sustainability. Embracing continuous learning, adaptability, and humility is vital in a context of constant change. These human-centric competencies—such as leadership, time management, teamwork, and giving and receiving feedback—are not just timeless; they are essential to navigating the complexities of today's and tomorrow's work environments. The speaker emphasises that these abilities are never fully mastered, but must be nurtured and revisited throughout one's career.</p> <p>In the company, a culture of continuous learning and adaptability guides internal transformation. Training needs are identified through employee surveys, leading to the creation of an annual training plan tailored to real challenges. A range of internal initiatives—like collaborative feedback spaces (Photocrop Top), competence groups (Xeno), and open dialogue forums such as Ask Me Anything sessions with the CEO—support transparency, engagement, and knowledge-sharing. While in-house learning aligns closely with the company's reality, external training offers valuable external perspectives, reinforcing key concepts in impactful ways.</p> <p>Despite strong initiatives, challenges remain—particularly around time constraints and the risk of treating training as a tick-box exercise. The interview highlights the need to avoid rigid, formulaic approaches, especially when dealing with people. Flexibility, tolerance for mistakes, and an openness to evolving methods are crucial for long-term transformation. Above all, cultivating a mindset of ongoing curiosity and emotional intelligence is seen not only as beneficial, but necessary for individuals and organisations to thrive in uncertain, fast-changing environments.</p>
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<p>6</p>	<p>The interview highlights the critical importance of adaptability in the face of rapid political, technological, and social change. For professionals in small and medium-sized enterprises (SMEs), sustainability hinges on their ability to remain resilient and anticipate shifts in their environment. Central to this is an understanding of how emerging technologies—particularly artificial intelligence—can be meaningfully integrated into everyday work. The emphasis is not only on technical literacy but also on developing emotional resilience, mental flexibility, and critical awareness to navigate uncertainty effectively.</p> <p>While some familiarity with AI tools exists, the director acknowledges a significant gap in structured, in-depth training that reflects the speed and scope of current transformations. Existing soft skills and technology courses are seen as outdated and misaligned with today's fast-evolving realities. There is a growing recognition of the need for training models that are responsive to both global political dynamics and the disruptive impact of new technologies. Sustainability, in this context, is framed as a personal and mental capacity for adaptation, rather than merely a corporate strategy.</p> <p>To truly embed these competencies in SMEs, the director advocates for a flexible, less formal approach to learning—emphasising self-learning, exploration, and adaptability over rigid training structures. Creating an environment where employees have the freedom and time to experiment with tools such as ChatGPT or Copilot is essential. This shift would allow professionals to discover practical applications relevant to their roles, fostering a culture of resilience and continuous innovation in response to a rapidly changing world.</p>
<p>7</p>	<p>The business owner emphasises that for SMEs—particularly in the hospitality sector—adaptability, critical thinking, problem-solving, and open communication are essential competencies. In small teams, individuals must be versatile and proactive, responding quickly to challenges like shifting customer expectations or supply chain issues. Equally important is recognising how everyday decisions contribute to the wider sustainability and success of the business. Within this context, resilience becomes a matter of both practical responsiveness and shared responsibility.</p> <p>The business operates with an informal but effective approach to internal transformation. Regular, open dialogue and task rotation allow team members to develop mutual understanding and empathy, fostering a strong sense of collaboration. While strategic, long-term thinking is often overshadowed by the demands of daily operations, the owner actively includes the team in decision-making and encourages a culture of purpose and ownership. Emotional intelligence and trust are considered core values, even if not explicitly formalised.</p> <p>A significant gap exists in terms of access to relevant training for small businesses. Most available programmes are geared towards larger companies and focus heavily on technical aspects, overlooking the more human and strategic dimensions of sustainability. The owner highlights a clear need for low-cost, accessible training tailored to SMEs—covering topics like emotional resilience, conflict resolution, and strategic thinking. Integration of these</p>

	<p>competencies, they argue, must come through consistent practice and small, meaningful rituals that embed reflection and empathy into everyday team culture.</p>
<p>8</p>	<p>In the beauty and wellness sector, the entrepreneur stresses the importance of skills such as adaptability, emotional management, self-awareness, continuous learning, and ethical decision-making for ensuring long-term business sustainability. Resilience and a strategic vision are particularly essential to staying focused on long-term goals despite challenges. The entrepreneur recognises the need for improvement, especially in structuring long-term goals and balancing professional performance with personal well-being, which is crucial for maintaining a sustainable business.</p> <p>The entrepreneur operates with a holistic approach to well-being, believing that sustainability begins with personal balance. They practice self-care through time management, breaks, and reflection, alongside mindfulness and journaling to guide conscious decision-making. Although no formal tools are used, this self-directed approach helps the entrepreneur maintain clarity and emotional balance. Despite the availability of various educational resources, many do not cater to the unique needs of solo entrepreneurs or microenterprises, highlighting a gap in tailored support.</p> <p>Identified gaps include the absence of training programmes suited to one-person businesses, a lack of practical tools for internal transformation, and limited support networks. The entrepreneur would benefit from training on emotional resilience and personal leadership, as well as practical resources to integrate reflective practices into daily business life. Even in a solo business, internal sustainability practices can be institutionalised through structured routines, self-assessments, and participation in professional communities that encourage knowledge-sharing and collective resilience.</p>

<p>9</p>	<p>The interviewee believes that professionals, particularly in law, need to manage change effectively, think critically, work well in teams, and consider the social and environmental impact of their decisions. They emphasise the importance of empathetic communication, resilience, and adaptability in facing challenges, which not only help in crises but also contribute to creating more humane and sustainable organisations in the long term. While lawyers are trained in critical thinking and problem-solving, there is recognition of the need to improve practices in change management and the integration of sustainability into daily routines.</p> <p>The law firm focuses on workplace well-being, work-life balance, responsible leadership, and purposeful work, with increasing attention to these areas among the SMEs they work with. Although small steps are taken, such as fostering mutual support and knowledge sharing, there is a growing desire to create healthier environments. Despite these efforts, there is still a gap in structured programmes focused on inner transformation or human-centred sustainability. External training is often initiated by employees, and while the partners promote participation, the firm acknowledges that practical, accessible support for SMEs is limited.</p> <p>To address these gaps, the interviewee suggests short, practical training sessions tailored to the SME context, focusing on critical thinking, emotional resilience, empathetic communication, and collaboration. Additionally, regular opportunities for reflection and sharing within the company could strengthen these competencies. Leadership plays a key role in setting the example, and by incorporating these practices into daily operations—through evaluation processes, training plans, and team meetings—they can become an integral part of the firm's culture and operations.</p>
<p>10</p>	<p>The importance of inner competencies in SMEs, particularly in high-pressure environments, is emphasised, with key skills including stress management, effective communication, emotional regulation, teamwork, and the ability to delegate and prioritise. These competencies are seen as crucial for creating a stable, supportive work environment that underpins long-term sustainability. While some of these skills are present within the clinic, gaps in communication and delegation—especially from leadership—have hindered the overall efficiency and well-being of the team.</p> <p>Professional growth is supported through collaborative planning, where leadership works closely with staff to select and fund training opportunities, including participation in external congresses. These shared experiences not only promote skill development but also strengthen team motivation and internal culture. Although there is no formal programme aimed specifically at inner transformation, training focused on communication and patient engagement indirectly fosters a more reflective and collaborative working environment. Social gatherings and learning events further contribute to the sense of purpose and belonging within the team.</p>



The main challenges identified are the lack of clear communication structures and prioritisation, particularly from leadership. To address these, the introduction of formal weekly multidisciplinary meetings is recommended to provide space for reflection, feedback, and joint problem-solving. Establishing institutional protocols and encouraging active participation would help integrate sustainability-related competencies into daily operations, enhancing internal cohesion, shared responsibility, and the overall resilience of the organisation.

GYMS

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