

Appendix 3: Workshop - skills handout

Workshop Activity 2: Technical/Transferable/Transformative skills per leverage point

Leverage Point (LP)	Prompts (the ideal scenario...)	Technical/occupational (knowledge/understanding)	Transferable/green life skills	Transformative capacities/skills for a green transformation
LP1: Natural resource & just transition solutions	Natural resource use Efficiency, justice and social equity are integrated/embedded in organisational systems and processes (addressing carbon, water, air, biodiversity, nature..)	Business skills Data analysis Engineering Entrepreneurship Environmental and eco system management Environmental knowledge and awareness Finance skills ICT skills Innovation skills Marketing skills Monitoring skills Project management skills Research skills Sales skills Science skills Technological skills	Adaptability Collaboration Collaboration thinking Communication Coping with emotions Coping with uncertainty Creativity Critical thinking and reasoning Decision making Empathy Flexibility Gender empowerment skills Growth mindset Higher order thinking skills Interpersonal competence Leadership Negotiation Networking Open mindedness Participatory skills Problem solving Resilience Strategic thinking	Ability to analyse unequal systems of power Coalition building Collective action Disruptive versus normative thinking Environmental stewardship Future and anticipatory thinking Interdisciplinary and multidisciplinary thinking Interrelational thinking Political agency, activism Reflexivity Respecting diverse viewpoints Solidarity Systems thinking Trans-spatial, trans-cultural, trans-temporal mindsets Valuing traditional and indigenous knowledge Working within complexity

			Team work	
LP2: Stakeholder communications and engagement	Communications and engagement Internal and external stakeholders (board members, colleagues, customers, communities, suppliers, investors ...) are all informed, included and equally consulted - a culture of collaboration	Business skills Data analysis Engineering Entrepreneurship Environmental and eco system management Environmental knowledge and awareness Finance skills ICT skills Innovation skills Marketing skills Monitoring skills Project management skills Research skills Sales skills Science skills Technological skills	Adaptability Collaboration Collaboration thinking Communication Coping with emotions Coping with uncertainty Creativity Critical thinking and reasoning Decision making Empathy Flexibility Gender empowerment skills Growth mindset Higher order thinking skills Interpersonal competence Leadership Negotiation Networking Open mindedness Participatory skills Problem solving Resilience Strategic thinking Team work	Ability to analyse unequal systems of power Coalition building Collective action Disruptive versus normative thinking Environmental stewardship Future and anticipatory thinking Interdisciplinary and multidisciplinary thinking Interrelational thinking Political agency, activism Reflexivity Respecting diverse viewpoints Solidarity Systems thinking Trans-spatial, trans-cultural, trans-temporal mindsets Valuing traditional and indigenous knowledge Working within complexity
LP3: Green, Just and Inclusive policy advocacy	Leveraging social and financial power Raising discussion within internal/external	Business skills Data analysis Engineering Entrepreneurship Environmental and eco system	Adaptability Collaboration Collaboration thinking Communication Coping with emotions	Ability to analyse unequal systems of power Coalition building Collective action Disruptive versus normative

	contexts to raise awareness and influence policy-making (i.e. lobbying) supportive of environmental action and social justice	management Environmental knowledge and awareness Finance skills ICT skills Innovation skills Marketing skills Monitoring skills Project management skills Research skills Sales skills Science skills Technological skills	Coping with uncertainty Creativity Critical thinking and reasoning Decision making Empathy Flexibility Gender empowerment skills Growth mindset Higher order thinking skills Interpersonal competence Leadership Negotiation Networking Open mindedness Participatory skills Problem solving Resilience Strategic thinking Team work	thinking Environmental stewardship Future and anticipatory thinking Interdisciplinary and multidisciplinary thinking Interrelational thinking Political agency, activism Reflexivity Respecting diverse viewpoints Solidarity Systems thinking Trans-spatial, trans-cultural, trans-temporal mindsets Valuing traditional and indigenous knowledge Working within complexity
LP4: Products/services, partnerships, procurement	What is bought and produced, and in partnership with whom? Accounting for impacts across the three Ps of products, partnerships and procurement processes, aligned with environmental action and social justice	Business skills Data analysis Engineering Entrepreneurship Environmental and eco system management Environmental knowledge and awareness Finance skills ICT skills Innovation skills Marketing skills	Adaptability Collaboration Collaboration thinking Communication Coping with emotions Coping with uncertainty Creativity Critical thinking and reasoning Decision making Empathy Flexibility Gender empowerment skills	Ability to analyse unequal systems of power Coalition building Collective action Disruptive versus normative thinking Environmental stewardship Future and anticipatory thinking Interdisciplinary and multidisciplinary thinking Interrelational thinking

		Monitoring skills Project management skills Research skills Sales skills Science skills Technological skills	Growth mindset Higher order thinking skills Interpersonal competence Leadership Negotiation Networking Open mindedness Participatory skills Problem solving Resilience Strategic thinking Team work	Political agency, activism Reflexivity Respecting diverse viewpoints Solidarity Systems thinking Trans-spatial, trans-cultural, trans-temporal mindsets Valuing traditional and indigenous knowledge Working within complexity
LP5: Organisation model innovation and transformation	Scaling solutions and phasing out incompatible areas Continuously integrating and scaling systemic environmental and social justice solutions through strategy and research	Business skills Data analysis Engineering Entrepreneurship Environmental and eco system management Environmental knowledge and awareness Finance skills ICT skills Innovation skills Marketing skills Monitoring skills Project management skills Research skills Sales skills Science skills Technological skills	Adaptability Collaboration Collaboration thinking Communication Coping with emotions Coping with uncertainty Creativity Critical thinking and reasoning Decision making Empathy Flexibility Gender empowerment skills Growth mindset Higher order thinking skills Interpersonal competence Leadership Negotiation Networking Open mindedness	Ability to analyse unequal systems of power Coalition building Collective action Disruptive versus normative thinking Environmental stewardship Future and anticipatory thinking Interdisciplinary and multidisciplinary thinking Interrelational thinking Political agency, activism Reflexivity Respecting diverse viewpoints Solidarity Systems thinking Trans-spatial, trans-cultural, trans-temporal mindsets

			Participatory skills Problem solving Resilience Strategic thinking Team work	Valuing traditional and indigenous knowledge Working within complexity
LP6: Risk management in investments and financing	Where is finance invested? Align banking/investment/retirement plans with environmental action and social justice	Business skills Data analysis Engineering Entrepreneurship Environmental and eco system management Environmental knowledge and awareness Finance skills ICT skills Innovation skills Marketing skills Monitoring skills Project management skills Research skills Sales skills Science skills Technological skills	Adaptability Collaboration Collaboration thinking Communication Coping with emotions Coping with uncertainty Creativity Critical thinking and reasoning Decision making Empathy Flexibility Gender empowerment skills Growth mindset Higher order thinking skills Interpersonal competence Leadership Negotiation Networking Open mindedness Participatory skills Problem solving Resilience Strategic thinking Team work	Ability to analyse unequal systems of power Coalition building Collective action Disruptive versus normative thinking Environmental stewardship Future and anticipatory thinking Interdisciplinary and multidisciplinary thinking Interrelational thinking Political agency, activism Reflexivity Respecting diverse viewpoints Solidarity Systems thinking Trans-spatial, trans-cultural, trans-temporal mindsets Valuing traditional and indigenous knowledge Working within complexity
LP7: Resilience and values-based futures	Using the future to make better decisions in	Business skills Data analysis	Adaptability Collaboration	Ability to analyse unequal systems of power

mindset	the present Nurturing a longer-term/ anticipatory mindset in decision-making, based on fundamental beliefs and attitudes supportive of environmental action and social justice	Engineering Entrepreneurship Environmental and eco system management Environmental knowledge and awareness Finance skills ICT skills Innovation skills Marketing skills Monitoring skills Project management skills Research skills Sales skills Science skills Technological skills	Collaboration thinking Communication Coping with emotions Coping with uncertainty Creativity Critical thinking and reasoning Decision making Empathy Flexibility Gender empowerment skills Growth mindset Higher order thinking skills Interpersonal competence Leadership Negotiation Networking Open mindedness Participatory skills Problem solving Resilience Strategic thinking Team work	Coalition building Collective action Disruptive versus normative thinking Environmental stewardship Future and anticipatory thinking Interdisciplinary and multidisciplinary thinking Interrelational thinking Political agency, activism Reflexivity Respecting diverse viewpoints Solidarity Systems thinking Trans-spatial, trans-cultural, trans-temporal mindsets Valuing traditional and indigenous knowledge Working within complexity
LP8: Reporting and disclosure transparency and assurance	Measuring to manage, and transparently disclosing Transparent mandatory and non-mandatory reporting on environmental action and social justice	Business skills Data analysis Engineering Entrepreneurship Environmental and eco system management Environmental knowledge and awareness Finance skills	Adaptability Collaboration Collaboration thinking Communication Coping with emotions Coping with uncertainty Creativity Critical thinking and reasoning Decision making	Ability to analyse unequal systems of power Coalition building Collective action Disruptive versus normative thinking Environmental stewardship Future and anticipatory thinking

		ICT skills Innovation skills Marketing skills Monitoring skills Project management skills Research skills Sales skills Science skills Technological skills	Empathy Flexibility Gender empowerment skills Growth mindset Higher order thinking skills Interpersonal competence Leadership Negotiation Networking Open mindedness Participatory skills Problem solving Resilience Strategic thinking Team work	Interdisciplinary and multidisciplinary thinking Interrelational thinking Political agency, activism Reflexivity Respecting diverse viewpoints Solidarity Systems thinking Trans-spatial, trans-cultural, trans-temporal mindsets Valuing traditional and indigenous knowledge Working within complexity
LP9: Responsible data and technology solutions (including AI)	Digital technologies Data collection, analysis, modelling, for green and just solutions, with consideration to responsible use and potential negative impacts	Business skills Data analysis Engineering Entrepreneurship Environmental and eco system management Environmental knowledge and awareness Finance skills ICT skills Innovation skills Marketing skills Monitoring skills Project management skills Research skills Sales skills	Adaptability Collaboration Collaboration thinking Communication Coping with emotions Coping with uncertainty Creativity Critical thinking and reasoning Decision making Empathy Flexibility Gender empowerment skills Growth mindset Higher order thinking skills Interpersonal competence Leadership	Ability to analyse unequal systems of power Coalition building Collective action Disruptive versus normative thinking Environmental stewardship Future and anticipatory thinking Interdisciplinary and multidisciplinary thinking Interrelational thinking Political agency, activism Reflexivity Respecting diverse viewpoints Solidarity

		Science skills Technological skills	Negotiation Networking Open mindedness Participatory skills Problem solving Resilience Strategic thinking Team work	Systems thinking Trans-spatial, trans-cultural, trans-temporal mindsets Valuing traditional and indigenous knowledge Working within complexity
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* The listing of technical, transferable and transformative skills are drawn from UNICEF (2024) Skills for a green transition: Solutions for Youth on the Move