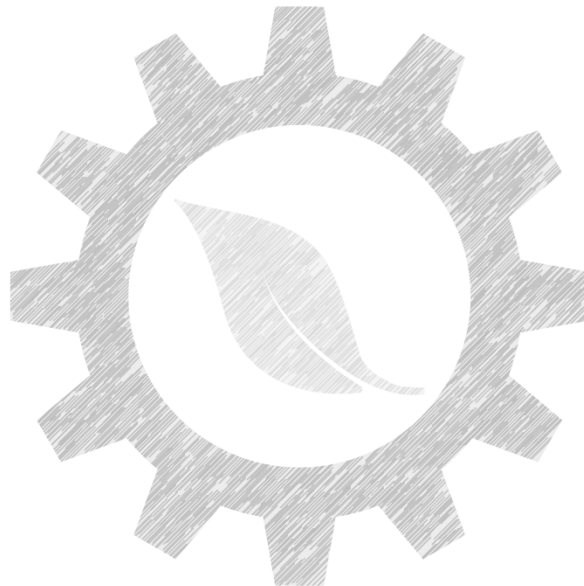




SUSTAINABILITY THROUGH INTRAPRENEURSHIP – GOOD PRACTICES AND GAP ANALYSIS IN ICELAND

NATIONAL REPORT



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PREFACE

The 2nd step of the SINTRA IO1 'Good Practices and Gap Analysis' implementation is about examining relevant practices in the field of sustainability-related intrapreneurship in organisations, as well as existing gaps in the organisational settings and employees'/employers' intrapreneurial skills and mindset. This, together with the in-depth investigation of the national and sectoral settings for the development of environmental, social and economic sustainability, conducted at the preceding stage of IO1 implementation, will serve the purpose of filling a gap in the systematic mapping of sustainability-focused intrapreneurship-related training needs of employees and employers in the partner countries.

This National Report presents the results of both structured survey questionnaires and semi-structured interviews conducted in the participating organisations in Iceland, aimed at studying how the support for developing intrapreneurial skills and mindset among both employees and employers in organisations can lead to the introduction of sustainability-focused practices, processes and priorities within organisations. The results presented in this Report together with those contained in the National Reports, prepared for the other 5 SINTRA partner countries, will be combined in a Synthesis Report, which will summarise the results of the surveys and interviews conducted, from a transnational perspective and serve as a basis for elaboration of training methodology and content for development of intrapreneurial skills and mindset among employers and employees in organisations for the support of environmental / social / economic sustainability therein (IO2 – 'Innovative SINTRA Training Material and Services').

The National Report follows the generic structure, proposed by the IO1 Leader – Tora Consult (P6), in order to allow for comparability of reported information and outcomes across SINTRA partner countries, and includes the following chapters:

- Chapter 1. Existing practices in the field of sustainability-oriented intrapreneurship in Iceland – analysis of survey results;
- Chapter 2. Sustainability through INTRAprenurship in Iceland– success stories' in-depth interviews findings.

Símenntunarmiðstöðin á Vesturlandi January 2021

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EXECUTIVE SUMMARY

SINTRA IO1 "Good Practises and Gap Analysis" were conducted in February and March 2021 in 10 Icelandic organisations with the participation of 1 manager and four employees from each respective organisation, i.e., 40 employees and ten managers participated in the survey. Interviews were conducted in three organisations with one manager and 2 employees in each.

The survey and interviews' general results are that most employers and employees consider their organisations to be somewhat sustainable and have plans to make them more sustainable.

General findings from both the survey and the interviews show that employees and employers believed their organisation to be relatively sustainable or have plans for enhancing sustainability.

In the employees' survey, the main results are that 77,5% of respondents consider their organisation to be sustainable. The highest scoring sustainability drivers demonstrate corporate responsibility, and 70% of the respondents believe that initiatives towards sustainability should lie with both management and employees. There is excellent positivity towards intrapreneurship's effect concerning the UN sustainable development goals. All of them score relatively high except the lowest scoring goal, reducing inequality, promoting well-being, and boosting social inclusion. The highest scoring goal is to promote decent work, full employment and economic growth. Other goals from the survey followed closely behind. The same applies to the employees' characteristics that affect the sustainability orientation. Sharing information, instructing others, influencing people, and dealing with issues such as complexity and uncertainty are considered to strongly affect the sustainability orientation for both employers and employees.

Some doubts seem to appear with respondents when asked about how adequate they consider employees' intrapreneurial skills and how often the intrapreneurial activities are practised. The results for this section are considerably lower than those above. Replies distribute more evenly on the scale, the lowest being the provisional assessment of intrapreneurial initiatives' sustainability impact and the equally highest being the understanding and potential for sustainability-oriented development and assessment of the potential to innovate and add sustainability value.

There is great positivity towards improving skills and mindset, with distance- and mixed-learning scoring the highest. Therefore, it is evident that there is a demand for training to strengthen intrapreneurial skills and competence. Furthermore, skills such as the ability to form and operate intra-organisational intrapreneurship teams or identify sustainability-focused innovation opportunities and prospects are valued in improving sustainability-oriented intrapreneurship but are not considered to be adequately developed in the organisations neither by employers nor employees.

The common themes in the interviews are that most of the organisations have sustainability-oriented plans. The goals and initiatives come from municipality governments and managers as well as employees within the organisations. Teamwork, knowledge, changed mindset, and the

willingness of managers' participation is also mentioned characteristics necessary for sustainably oriented intrapreneurship. Positivity, the possibility of influencing positively, good sharing of information, understanding the company settings and organisation the opportunities it has for sustainable-oriented projects. Interest, being able to communicate and being able to share projects were also mentioned.

In most cases, there is an ongoing and open discussion within organisations. Still, generally, the belief is that there is a need for even more discussion regarding sustainable development, and those beliefs are increasing.

The work at hand depends on the mindset of employers and employees, regulations and municipal or company goals set by organisations, municipalities and the government. The skills mentioned above, adding courage, open-mindedness, and co-operation, may be the most necessary mindsets according to interviewees, and the most valuable resource is the people.

EXECUTIVE SUMMARY IN ICELANDIC

Í fyrsta verkþætti SINTRA IO1 “Dæmisögur og þarfagreining,, var framkvæmd viðhörfskönnun í tíu íslenskum fyrirtækjum og stofnunum í febrúar og mars 2021. Þátttakendur í spurningakönnun voru einn stjórnandi og fjórir starfsmenn á hverjum vinnustað, alls 40 starfsmenn og 10 stjórnendur. Einnig voru tekin viðtöl í þremur skipulagsheildum við bæði stjórnendur og starfsfólk.

Almennar niðurstöður könnunarinnar og viðtalanna voru þær að bæði starfsfólk og stjórnendur töldu vinnustaði sína vera nokkuð sjálfbæra og/eða búa að áætlunum um aukna sjálfbærni.

Í könnuninni meðal starfsfólks töldu 77,5% svarenda vinnustaðinn vera sjálfbæran og helstu hvatarnir voru taldir vera; að sýna samfélagslega ábyrgð og 70% aðspurðra töldu að frumkvæði að aukinni sjálfbærni ætti að liggja hjá bæði starfsfólki og stjórnendum. Mikil jákvæðni ríkti gagnvart þeim áhrifum sem innri nýsköpun getur haft í sambandi við heimsmarkmið sameinuðu þjóðanna. Þátttakendur töldu að minnst gætu áhrifin orðið á markmið um að minnka ójöfnuð, efla velferð og að auka samfélagsþátttöku. En töldu áhrifin á að efla mannsæmandi vinnu, fulla atvinnuþátttöku og hagvöxt gætu orðið mikil, önnur markmið úr könnuninni fylgdu fast á eftir. Það sama á við um áhrif persónueinkenna starfsfólks á sjálfbærniþróun vinnustaðarins. Að deila upplýsingum, færni til að leiðbeina öðrum, hafa áhrif á samstarfsfólk og geta tekist á við flókna hluti og óvissu voru allt þættir sem taldir voru mikilvægir bæði af starfsfólki og stjórnendum.

Efi virðist þó læðast að þátttakendum þegar spurt er um færni og hæfni starfsfólks í innri nýsköpun og hversu oft henni er raunverulega beitt. Allar niðurstöður í þessum hluta fá lægra meðaltal en þær sem komu á undan og svör dreifast mun meira á allan skalann. Að gera bráðabirgðamat á innri nýsköpun og frumkvöðlastarfsemi fær lægsta einkunn þegar spurt er um hæfni starfsfólks en skilningur og möguleikar á sjálfbærniþróun og mat á nýsköpunarmöguleikum



fá hæsta einkunn. Þátttakendur búa yfir miklum vilja til að bæta sig í færni, hæfni og hugarfari varðandi sjálfbærniþróun og mestur áhugi er fjarnámskeiðum og blönduðum námskeiðum. Því er ljóst að töluverð eftirspurn er eftir slíkum námskeiðum.

Ennfremur er ljóst að hæfni á borð við getuna til að búa til og starfrækja frumkvöðlateymi innan fyrirtækis eða að bera kennsl á tækifæri til að nýta innri nýsköpun til að auka sjálfbærni er talin mikilvæg og nauðsynlegt - að slík hæfni sé metin að verðleikum. Ekki er álitnið að nægileg þróun í þessa átt sé innan fyrirtækja. Þetta á bæði við um starfsfólk og stjórnendur.

Í viðtölunum kom fram að flestir vinnustaðirnir starfa eftir virkum sjálfbærniáætlunum. Markmið og frumkvæði koma frá sveitarfélögum og stjórnendum, millistjórnendum og starfsfólki á vinnustöðunum. Samvinna, þekking, breytt hugarfar og vilji stjórnenda til þátttöku eru álitnir mikilvægir þættir þegar innri nýsköpun til aukinnar sjálfbærni á í hlut. Einnig koma fram eiginleikar á borð við jákvæðni, möguleikinn á að hafa jákvæð áhrif, góð upplýsingamiðlun, skilningur á skipulagi vinnustaðarins og tækifæri sem starfsemin hefur til sjálfbærniðaðra verkefna. Áhugi og samskiptahæfni voru einnig nefnd sem og hæfnin til að deila verkefnum. Í flestum tilvikum er opið samtal í gangi en almennt er talið að þörf sé á frekara og opnara samtali um sjálfbærniþróun en hugmyndirnar í þá veru ná hægt og bítandi til fleira og fleira fólks. Vinnan framundan byggir á hugarfari stjórnenda, starfsfólks, reglugerðum, markmiðum og áætlunum sem settar hafa verið, bæði af ríkisstjórn, sveitarfélögum, fyrirtækjum og stofnunum. Fyrirnefndir eiginleikar ásamt hugrekki, víðsýni og samstarfsvilja eru þeir hugarfarsþættir sem mestu máli skipta og stærsta auðlindin er fólkið.

INTRODUCTION

The survey on sustainability through intrapreneurship was conducted within ten organisations with the participation of one manager and four employees from each respective organisation, i.e., 40 employees and ten managers were participating in the survey.

Interviews about good practices - success stories about sustainable development of organisations through intrapreneurship were conducted in 3 organisations. For each success story, one representative of the management staff and two employees and a co-worker - a team member, which implemented the intrapreneurial initiative were interviewed, i.e., three managers and six employees participated in the interviews. In the case of the Regional park, there is not a clear division of roles as employers and employees. The participants in the employee part of the interview are stakeholders taking part as such.

The survey and interviews were conducted in March 2021, and the questionnaires mainly in February. All interviews were conducted online.

The following report consists of 2 chapters. In the first chapter, we analyse the survey results of employees and employers and compare their assessments and interpretation on intrapreneurship for sustainable development. In the second chapter, we describe three success stories from different business areas (Municipality, bank and a regional park) and employees and employers' point of view.

CHAPTER 1. EXISTING PRACTICES IN THE FIELD OF SUSTAINABILITY-ORIENTED INTRAPRENEURSHIP IN ICELAND – ANALYSIS OF SURVEY RESULTS

1.1. Employees' survey findings

1.1.1. Survey participants' personal characteristics

Gender and age of respondents (Questions I.2 and I.3).

The questionnaire was answered by almost an equal number of women and men, 22 women and 18 men. The age distribution was well balanced, with 19 respondents under the age of 40 and 21 over. The largest age groups were 20-29 with 12 respondents and 50-59 with ten respondents. Only two were from the oldest age group, 60+.

Level of education (Question I.4)

The respondents' education levels were relatively evenly distributed. Twenty-six of them had not finished a university degree, while 14 had. In addition, eight had elementary school level education, and 18 had completed secondary and vocational education.

1.1.2. Characteristics of the survey participant's organisation

Activity sector (Question II.1)

The most significant activity sector among the respondents was public service (10). Construction, commerce, production, fishing industry, educational sector, the travel industry and health- and social services were all even with four respondents from each of these sectors. Two respondents replied, "Other".

Year of establishment/Location (Questions II.2 and II.3)

Five of the respondents worked in an organisation that has operated for more than 100 years. Six of them worked in an organisation with operations dating between 30 and 60 years, while ten respondents worked in organisations with 10-25 years of operations. Three respondents worked in an organisation with less than five years of operations, and two did not know the year of establishment.

More than half of the respondents worked in the larger Reykjavik area (22). Twelve respondents worked in the western part of the country and 4 in the southern region. Two replied with the southwestern part.

Present size/Number of employees (Question II.4)

Most of the respondents (75%) worked in small to medium-sized companies, with 33% working for organisations with 10 - 49 employees and 43% for organisations with 50 - 99 employees. Two respondents worked in organisations with fewer than ten employees and 8 (20%) with 100 - 249 employees.

1.1.3. Existing practices in the field of sustainability-oriented intrapreneurship

The majority of the respondents, 31 out of 40, considered their organisation to be sustainably oriented. Only 4, or 10%, answered no and five did not know. When asked about sustainability drivers, corporate responsibility demonstrated the highest (M=4,45), potential impact on the local socio-economic situation and labour force development almost equal with compliance with environmental legislation (M4=3,95, M5=3,90, M1=3,90). However, more respondents considered the potential impact on the local and regional socio-economic situation and labour force development more important than compliance with environmental legislation.

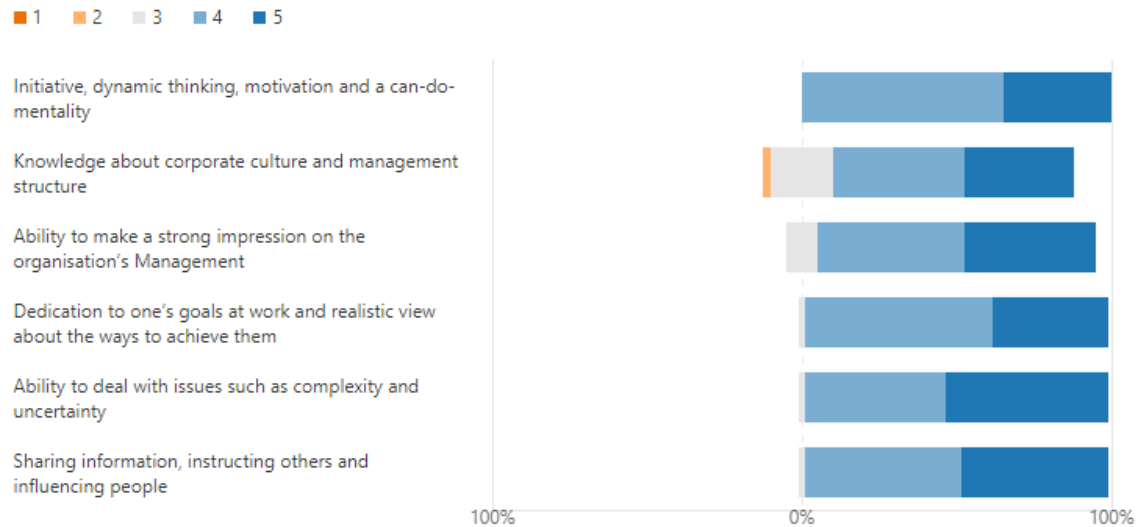
When asked about where initiative should lie within the organisation, most respondents (70%) responded that it should lie with both management and employees. However, 10 of them (25%) thought it should lie with management and 2 with employees only.

Question III.5 did not distinguish between the effect intrapreneurship can have on the sustainable development goals. The lowest scoring goal was to reduce inequality, promote well-being, and boost social inclusion (M=3,33). The highest scoring goal was to promote decent work, full employment, and economic growth (M=4,28), with all the other goals following closely. The second-lowest goal was to organise action to combat climate change and global warming (M=4,1), and the second-highest goal was to ensure responsible consumption and production (M=4,25). In general, the respondents seem positive towards the sustainable development goals.

The same applies in Question III.6. Not much distinction was made between the employees' characteristics that affect the sustainability orientation and initiatives of the organisations. Most of the replies were very positive towards the options with the ability to deal with complexity and uncertainty, scoring the highest (M=4,5) with all other options following closely except knowledge about corporate culture and management structure (M=4,1).

III.6. For EACH of the employees' characteristics below, indicate how STRONGLY in your opinion it may affect the sustainability orientation and initiatives of your organisation?

Strongly

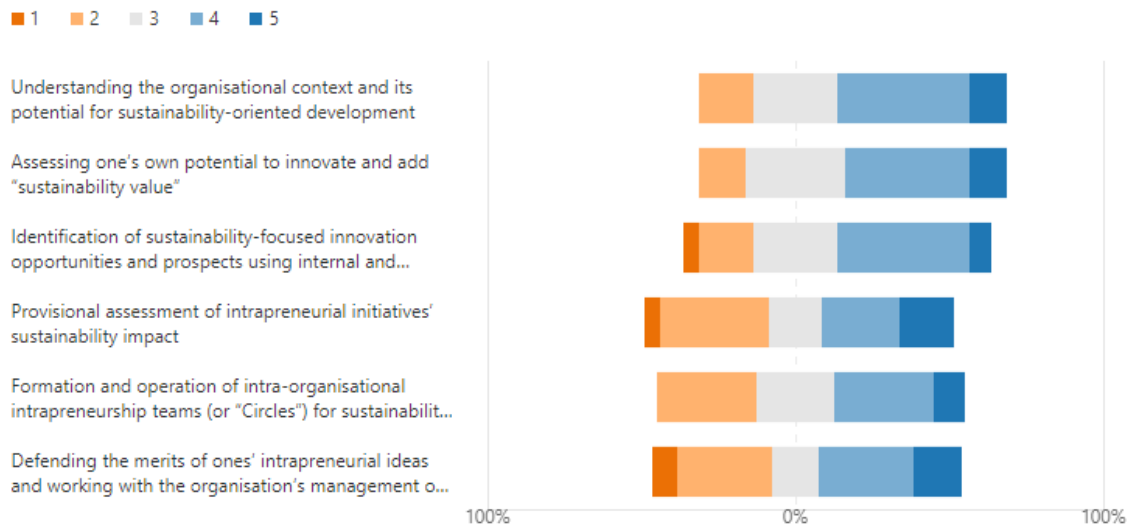


Again, in Question III.7, the respondents were very positive towards the options given. When asked about organisational settings, the most positive reply was towards decentralised structure (M=4,4). The lowest scoring was the organisation's open culture (M=4,0), and the other options were there in between.

The same applies to Question III.8. The respondents were very positive towards the importance of sustainability with the given options. Most respondents indicated that these factors are important or very important, with the formation and operation of intra-organisational intrapreneurship being the most important (M=4,38) and creating a provisional assessment of intrapreneurial initiative's sustainability impact the lowest (M=4). Thus, the respondents are still quite positive towards the lowest-rated aspect.

Some doubts seem to appear with respondents when asked about the adequacy of the employees, their level of skills and competencies and how often the activities are actually practised (Questions III.9 and III.10). All the results were considerably lower than those above. Replies were distributed more evenly on the scale, the lowest, again, being the provisional assessment of intrapreneurial initiatives' sustainability impact (QIII.10, M=2,8), and the equally highest (QIII.9, M=3,5) the understanding and potential for sustainability-oriented development and assessment of the potential to innovate and add sustainability value.

III.9 Independently of their estimated importance, indicate how ADEQUATE (adequately developed) you consider the PRESENTLY EXISTING level of the skills and competences, needed for implementation of EACH of the above activities is for you and the other employees in your organisation:



1.1.4. Upgrading employees' and employers' sustainability-oriented intrapreneurial skills and mindset – expression of interest and preferred types of training delivery modes

Finally, 70% of the participants were positive towards participation in a sustainability training course and a firm belief that such a course would benefit the respondents' organisations. All the options given are rated highly ($M=4,2/M=4,3/M=4,1$), and the difference should be considered an error of margins. The respondents were again positive towards the options about the ways such a training course should be conducted. They are most negative towards self-learning ($M=3,35$) and relatively positive towards all other options, with distance- or online course scoring the highest ($M=4,4$).

1.2. Employers' survey findings

1.2.1. Characteristics of the survey participant's organisation

Three of the ten participant's organisations were in the commercial sector and one from each of real estate, renting and business activity, construction, manufacturing, fishery, education, the travel industry and the public sector.

Four of the organisations were established more than a hundred years ago, three of them between 21 and 50 years ago, one 20 years ago and one two years ago with five organisations in the capital area and five from the western part of the country.

The size ranged from one organisation with 100-249 employees, one with 50-99 employees, seven with 10-49 employees and one with 1-9 employees.

1.2.2. Existing practices in the field of sustainability-oriented intrapreneurship

The majority (80%) of participants were positive towards the current sustainability status of their organisation. The participants were very positive towards all the given sustainability drivers' options except for the impact on production costs (M=3,3). They (90%) consider that both employers and employees should take the initiative for making the practices and processes in their organisation more sustainable. Still, when asked about the sustainable development goals, the answers varied considerably.

First, it's worth mentioning that the effects that intrapreneurship is considered to have on sustainable development goals scored quite high, with the range being from (M=3,2) to (M=4,6). The highest scoring sustainable goals were to promote sustainable industrialisation and foster innovation, followed closely by the need to promote decent work, full employment and economic growth. The lowest scoring option was to reduce inequality, promote well-being and boost social inclusion. In the bottom half were also the guarantee of justice and building of effective institutions and to make cities and communities inclusive, safe and sustainable while the global warming and climate change seemed to be of high importance to the participants.

When asked about the employees' characteristics, all of them seem to be of high importance. The option of information sharing and instructing and influencing people, the ability to deal with complexity and uncertainty, initiative, dynamic thinking, motivation and can-do mentality scored very high, the other options following closely.

Positivity was again high when asked about the organisational's settings effect on sustainability and intrapreneurship. Open exchange of ideas, autonomy and encouragement to employees to create independent solutions were the highest scoring, followed closely by the other given options.

To achieve a high level of sustainability orientation of the organisation, the participants were very positive towards the given options in the survey. The formation and operation of intra-organisational circles scored the highest, defending the merits of one's intrapreneurial ideas and working with the management on sustainability issues following closely. Other options also scored high with the provisional assessment of intrapreneurial initiatives' sustainability impact, the lowest scoring, still relatively high (M=4,0).

The survey participants considered the adequacy of the level of skills and competencies of employees more differently. The answers range much more, from the formation and operation of intra-organisational circles (M=3,2) to being able to assess one's own potential (M=3,9). When asked about how often the employees practise the activities, the highest-scoring was defending the merits and formation of circles while the provisional assessment was the lowest scoring.

1.2.3. Upgrading employees' and employers' sustainability-oriented intrapreneurial skills and mindset – expression of interest and preferred types of training delivery modes

The employers seem not to be too keen on upgrading their skills, with 60% answering yes and 40% no when asked about their interest. However, they believe that upgrading their and their employees' sustainability-oriented intrapreneurial skills and mindset could benefit the organisation, mainly because it would harness the potential for achieving sustainability.

Lastly, they consider blended learning, distance learning and assignments development and experience sharing to be the preferred way of receiving a training programme.

CHAPTER 2. SUSTAINABILITY THROUGH INTRAPRENEURSHIP IN ICELAND – SUCCESS STORIES' IN-DEPTH INTERVIEWS FINDINGS

In-depth interviews with employees were conducted in February and March 2021 within three organisations. A large bank in the capital, a municipality in the capital region and a regional park in the west of Iceland.

2.1. Employees' in-depth interviews findings

2.1.1. Survey participants' personal characteristics

The interviewees in the first interview (The Bank) were a woman and a man, both aged 50 - 59, a specialist with university education and head of a restaurant department with a vocational education. The interviewees in the second interview (The municipality) were both women, aged 40 - 59, with post-graduate university education. One of them was a project manager in strategic planning and the other a project manager in citizens relations. The third interview (The regional park) was conducted in two parts. First, a young man between 20 and 29 years of age was interviewed. He had a secondary school education and was a project manager in the company. Lastly, a woman between 30 and 39 years of age with higher university level education was interviewed.

2.1.2. Characteristics of the survey participant's organisation

The interviewees came from four organisations. A large company in the bank sector (250+ employees), headquarters located in the capital region, established in 2009, a large (250+ employees) organisation in the public sector, located in the capital region, established in 1955, a small (1-9 employees) Environmental certification) Part of (The Regional Park, established in 2014 and a small (1-9 employees) company in the travel industry (part of the Regional Park), located in the western part, established in 2013 and. The participants in the employees' interviews in the Regional Park are not strictly employees but rather stakeholders and representatives of their own organisations that form part of the regional park.

2.1.3. Success stories in the field of sustainability-oriented intrapreneurship

The Bank

The initiative in sustainable-oriented goals came from managers and employees who work at the bank, but all this originally came from abroad. There have been a few intrapreneurial projects

that led to more sustainability. Recently the canteen got the Nordic Ecolabel, the "Swan" certificate. There was a measure of CO2 footprint with purchases; more bio-products were bought, measuring and data collection of food waste etc. The environment is highly regarded, and sometimes food is given to those in need instead of throwing it away. There used to be three kitchens, and now there is only one. The coffee waste is sold as fertiliser to mushroom farmers, and then the mushrooms are bought from those same farmers. The used oil from the kitchen is reused as diesel oil. All food products are Icelandic because of their CO2 footprint and to support Icelandic farmers and food producers. Once a week there are only vegetarian courses available in the canteen. The suppliers are chosen from sustainability values, and there are sustainability checklists that are used. The goal is to be positive towards the outside world and help others in the same direction.

The biggest sustainability-oriented project started a few years ago. A decision was made to half the offices. The housing was designed with environmental standards, i.e., the indoor lighting systems, good use of the office space and project-related workspaces. Reduced paper use, all new cars were electric, and electric scooters were bought for the staff. The location of the headquarters was chosen with environmental impact in mind. All this was also a digital road where it was decided to close branches because the bank does not need all the required housing before the digital revolution of banking.

Participation in these projects has had a genuinely positive effect. Changes towards more sustainability in the company and a changed mindset are also used to influence outside the company.

Teamwork, knowledge, changed mindset and the willingness of managers' participation are the most important characteristics for a more sustainability-oriented workplace and company. When asked about the key aspects of the organisational settings, the managers' goodwill, encouragement and motivation, the company culture, the acknowledgement of the influence that the staff can have, and subsidised transport were those pointed out. When asked about skills and competencies, similar concepts were considered important, like positivity, the possibility of influencing positive ways, good sharing of information, understanding the company settings and organisation, and its opportunities for sustainable-oriented projects. In addition, knowledge of the suppliers' etiquette and initiative are very important skills and competencies.

The Municipality

The municipality government and managers have initiated some sustainability-oriented activities since the activity is about introducing and implementing the sustainable development goals into the planning and development of the municipality.

The managers and government have managed to inspire people to bring ideas forward, show initiative and implement sustainable development goals into the municipality. The project

connected employees and residents, and everyone was on board. The goals are not new, but the idea that the whole world is working together to reach the same goals makes it easier to establish.

The main goals are to improve the living conditions of the inhabitants in the municipality. It was done by introducing the vision and work towards that vision and find the methods that work for each institution. For example, one of the kindergartens decided to raise chickens and make pizzas from the eggs. The town mayor brought up the idea of working towards the UN World Goals, and then it was introduced in each institution. Then the employees started bringing forward ideas on how to connect and make the institutions and companies more sustainable and work towards the UN World Goals. It's necessary to find something that touches people in their lives. The UN World Goals are getting more and more important in peoples' minds, and there are plenty of opportunities to activate the inhabitants with intrapreneurship. They can participate and "own" the operations. There is an open consultation portal for the inhabitants to bring forward ideas, and also there are currently open discussions in schools and other institutions. The servant leadership ideas fit perfectly into this where there is an open discussion. The people are activated in workshops forum for ideas and small meetings where the heads of the projects must have an innovative vision.

The sustainability-related effects were mostly raised awareness in a visible policy on the UN World Goals that everyone is keen to participate. As a result, there is success in numerous projects, like the town planning and a new building of a school that has the environment as a red thread through the whole project and many other projects.

The key characteristics are interest, being able to communicate and be able to share projects. Determination and openness to new ways are also significant. The key elements of the organisational settings are the flat hierarchy, life-long learning, motivation and teamwork. The level of adequacy was considered to be fairly good, but there is a need for more support and follow-through and insight towards different projects.

The Regional Park (travel company)

The interviewee indicated that a proper plan had never been implemented. However, there is an open discussion within the company to work in harmony with the environment. The staff is generally young and local without much previous work experience. The organisation's policy is to get the people on board and work together with the initiative more from the upper level.

The key aspect is to give everyone the liberty to do what they want. Trust, asking people to show initiative and give people the option of seeing their future in the area and with the company are the most important characteristics for achieving sustainability goals.

The company is organised so that people can come in for a limited time and work on projects in a particular field. They can implement certain aspects and teach others in the company some aspects from their field of expertise. It's important that the company can utilise the qualities of

the staff, no matter how long they work there and look towards others that have important aspects to offer to the company.

The most important mindsets are to be able to make decisions, listen to everyone and trust people. Furthermore, it's important to give them a future to believe in within the company and society. It's important to look to the future, for example, with vehicles, to look to purchase environmentally-friendly vehicles.

The Regional Park (Earth check environmental certification)

The interviewee indicated that they constantly work on sustainability-oriented activities and that the general goals of the organisation are all about, environmental, economic and societal goals towards sustainability. The goals come from the municipalities, and initiatives come from everyone involved. They have evaluations every year, and there they evaluate the use of natural resources, waste, purchase of cleaning products, purchase of environmentally certificated products and then a qualitative evaluation in strategic planning, communication with inhabitants, transparency and compliance with laws and regulations. Furthermore, in this evaluation, people can bring suggestions about deviances. If certain aspects need improvement, they start working on those suggestions, either with direct instructions or setting goals. It's about destination certification, but it has always been environmental certification and is actually more widespread since it affects the whole community in the area.

When asked about intrapreneurial experience leading to extended sustainability, the interviewee replied that they had regularly received a summary on numbers from Earth Check. This report is a tool to measure the progress and for the municipalities to set themselves goals. The report's summary says that it is hard for each municipality to read their numbers since the Earth Check only indicates the numbers for the whole area. For example, the waste numbers are not divided between municipalities. She indicated that it's helpful to see the numbers evolving year by year, but she decided to make it more efficient. She created an assessment and soon saw that the municipalities already have the proper tools to decrease chemical purchases, energy usage, and waste management. They have also done individual projects, like cleaning the coastline, where they gathered 10 tons of garbage in 2019.

The interviewee's participation in the project mentioned above has had a positive impact on sustainability. It was indicated that the goals are constantly evolving, and it's a big challenge. It's also about convincing people that it matters because environmental sustainability is not as tangible as economic sustainability.

The key aspects of the mindset were wanting to do better, feed the community with information, and be constantly interested in this sort of projects.

She considered encouragement from outside to be more important; encouragement from inhabitants, the community, the authorities, and Earth check. The municipalities must now have

their environmental policy. There is a recycling system in waste management and more new policies to adapt. It's all about improving both oneself and the communities and municipalities to improve.

Her skills and competencies, for the goals mentioned before mentioned, are adequate in her own opinion. She is not afraid to create new connections and communicate with people. The most significant environmental resource is the people. She does not have an education in natural sciences, but her anthropology, developmental sciences, and international studies help her considerably. Everyone involved is committed to doing better in sustainability and with the environment, and even if it's not to be seen immediately, these goals are also beneficial financially.

2.2. Employers' in-depth interviews findings

2.2.1. Characteristics of the survey participant's organisation

The first participant was a manager in a large (250+) financial company (a bank) in the capital region. The company began its operation in 2009 but is based on an older company that went bankrupt in the credit crisis of 2008. The second were managers in a large (250+) public sector organisation (a municipality) established in 1955. And the third is a small (1-9) public organisation (a Regional Park), established in 2014.

2.2.2. Success stories in the field of sustainability-oriented intrapreneurship

The Bank

Sustainability-oriented intrapreneurship has been initiated within the company. The board, the executive board and employees have initiated them. For example, after the credit crisis, the employees wanted to win back trust from society, and the sustainability-oriented goals were a part of that.

Examples of projects are financial education, distance working, which reduces the carbon footprint of employees, and project-based workspaces, to reduce paper usage and so on. Furthermore, the kitchen has become more sustainability-oriented by measuring waste, decreasing purchases, and purchasing more environmentally friendly products. Green leaders and a sustainability calendar are also worth mentioning, so there are a few ongoing sustainability-oriented projects within the company.

The sustainability-related effects have been with the participation of employees in different teams, our annual policy-making meeting, the above-mentioned green leaders and work-groups around the sustainable development goals.

The key characteristics of our employees' behaviours and mindsets are positivity, courage, equality and initiative. Our employees have implemented these characteristics into their daily work. The key characteristics of the workplace are the above-mentioned project-based workspaces and a committee for sustainability, co-operation, future-committee, a business-oriented approach that supports closeness to clients and green loans for environmentally-friendly investments. Last but not least, they have a sort of etiquette. The bank wants to purchase from similarly sustainably-oriented companies and support positive effect in society.

The necessary adequacy levels of employees are considered to be initiative, the vision for intra-development, courage, knowledge to prioritise, active listening to employees, and performing regular performance assessments.

The Municipality

The initiative, in this case, comes from the municipality government and managers since the activity is introducing and implementing the sustainability development goals into the planning and development of the municipality. However, it's different where the ideas and initiatives come from. Since this is about local government politics, it can be complicated when the ideas must come from the "correct" positions. If the public servants happen to bring up ideas ahead of politicians, it could reduce the force and initiative of the project. Therefore, sometimes it's better to whisper the ideas in the right ears to succeed.

The UN World Goals project became a reality when a manager brought an idea to a project manager, prioritised priorities, and added goals. When it had been through this procedure, the municipal government read the document and agreed. Then the project goes ahead for further processing. Then complications are bound to happen. The project needs to be integrated with current policy and brought up to a consultation portal with inhabitants. Companies in the area were also activated. Most of the time, it's a question of individuals, someone who has the drive and initiative to follow projects all the way. Then there are examples of initiatives within schools and institutions. A school created a project to minimise food waste, and they made a competition between classes for who threw away the least amount of food.

The sustainability-related effects were very positive. There seemed to be no envy or negativity but more inspiration for others. The key characteristics were a sense of vision, willingness to do better, readiness to deal with new challenges, acceptance towards mistakes, openness and willingness to involve others.

The organisational settings' key characteristics were considered: initiative, drive, and freedom and trust to proceed with ideas. It's necessary to distinguish between urgent and meaningful projects and not get stuck in the most urgent projects too much and forget the most important ones. The freedom to proceed with ideas can also be complicated. Those ideas are often born

over a cup of coffee, and with the reduction of the workweek hours, it's essential not to take those moments away from people.

When asked about the employees' level of adequacy, the respondent was not entirely sure since it's a big and complicated organisation. He believed that most of the employees were adequate and they needed more space and more compliments.

The Regional Park

The whole area boasts the Earth Check certificate. Therefore, the sustainability goals are integral to the entire area, including this organisation. The shareholders are the five municipalities in the area, and they set sustainability goals every year. Then there are specific projects, such as coastal cleansing and environmental projects with farmers or companies in the travel industry. Suggestions come from different organisations, but it's the board that decides which projects will succeed. The board members are from the five municipalities, travel industry and unions.

When it was decided to open a visitor centre in the area, sustainability was key. BREEAM certificate (Building Research Establishment Environmental Assessment Method) was used with renovating an old social centre. It was decided to use the old house, buy used furniture, all materials used had environmental certificates etc. It was decided to use the house for local food- and crafts market for local and social sustainability. Sustainability is at the centre of our work, and the Earth check is renewed every year. The mentality is to become better every year, and then the last few years, the UN World Goals for sustainable development have been added to the local goals.

The interviewee's environmental education is vital for her work. She has participated in all projects, and her vision is sustainability. The area is considering applying for a "biosphere" UNESCO certificate. A biosphere certificate indicates that the area is excellent in sustainability and needs to maintain a particular culture and nature.

The key characteristics of managers are to be open-minded, think in solutions, courage, co-operation, willingness, and openness to changes. This does not happen overnight and is not without pain and sometimes opposition. People can be scared of changes, and it's necessary to respect all opinions and work with people with different views.

The key characteristics of the organisation are, first and foremost, the procedures that are already in place. Everything is measured, how much CO2 is used, how much waste is not recycled etc. It's possible to monitor the difference between municipalities and to see the development from year to year. The baseline is international standards. International co-operation is also vital to the organisation to connect with their operation and activities and to learn about other's innovation.

The skills and competencies of leaders necessary are mostly through communication, being open-minded, and sitting through meetings with people with entirely different opinions.

CONCLUDING REMARKS

The survey and interviews' general results are that most employers and employees consider their organisations to be relatively sustainable and have plans to make them more sustainable. The work at hand depends on the mindset of employers, employees, regulations and municipal goals. Courage, open-mindedness and co-operation are the most necessary mindsets, and the most valuable resource is the people, and some of the tools are already there. The participants are, in general, interested in upgrading their intrapreneurial and sustainability skills and mindset.

For SINTRA IO2, IO3 and IO4, it is essential to use these findings to tailor the learning materials to the needs of the students. Participants certainly have some experience in sustainability and intrapreneurship, so it's essential before creating the teaching material to ask further about where they consider their shortcomings in sustainability and intrapreneurship lies. These surveys and questionnaires answer that partly but not completely. So it's important to use the suggested necessary mindsets and promote them. The conclusion should be that to improve the most significant resource, the people, it's necessary to enhance courage, open-mindedness and co-operation. It's necessary to acknowledge the tools that are already there, promote the use of them, and implement them into the course and teach how to use them.

ANNEXES

Annex A. Selected SINTRA gap analysis survey results

Survey Response Table

Questionnaire question:	<u>Employees</u>	<u>Employers</u>
I.1. Country:	<i>Iceland</i>	<i>Iceland</i>
I.2. Gender:	M: 18 F: 22	
I.3. Age	20-29: 12 30-39: 7 40-49: 7 50-59: 10 60+: 2 2 people did not identify their age	
I.4. Education Level	Primary level: 8 Secondary Level: 13 Vocational Education and Training: 5 Graduation: 12 Post-graduate: 2	
1.5. Position in organisation		

II.1. Activity sector	Education: 4	Commercial: 3
	Production: 4	Education: 1
	Public Sector: 10	Public Sector: 1
	Commercial: 4	Production: 1
	Construction: 4	Fishery: 1
	Fishery: 4	Travel industry: 1
	Travel industry: 4	
	Health and social sector: 4	
	Other: 2	
II.2 Year of establishment	1901-1950: 5	1901-1950: 4
	1951-2000: 11	1951-2000: 3
	2001-2021: 10	2001-2021: 2
	14 participants did not reply	3 participants did not reply
II.3. Location	Reykjavik area: 23	Reykjavik area: 5
	Wester part: 13	Western part: 5
	South-and western part: 4	
II.4. Present size (number of employees)	1-9: 2	1-9: 1
	10-49: 13	10-49: 7
	50-99: 17	100-249: 1
	100-249: 8	>250:
	>250: 0	

III.1. Do you regard your organisation, as a "sustainability driven" one?	Yes: 31	Yes: 8
	No: 4	No: 1
	Not sure: 5	Not sure: 1
III.2 For EACH of the <u>sustainability</u> "drivers" below, indicate how IMPORTANT you consider them to be	Average	Average

for your organisation's related practices?

(1 = Very low Importance; 2 = Low importance; 3 = Neutral; 4 = High importance; 5 = Very high importance)

1. Compliance to environmental legislation	3,9	4,5
2. Impact on production costs	3,4	3,2
3. Demonstration of Corporate Responsibility	4,3	4,5
4. Potential impact on local / regional socioeconomic situation	3,9	4,7
5. Potential impact on local / regional labour force's development	3,9	4,3

III.3 Who do you think shall take the initiative for making the practices and processes in your organisation more sustainability-focused (mark only one answer)?

Employers / Managers: 10
Both: 28
Employees: 2

Employers / Managers : 1
Both : 9

III.4 Do you consider that intrapreneurially minded staff is itself involved in your organisation's sustainability related initiatives and practices?

III.5. For EACH of the sustainable development goals below, indicate what POTENTIAL intrapreneurial minded staff in your organisation have for achieving a sustainability related effect?

Average

Average

(1 = Very low potential; 2 = Low potential; 3 = Neutral; 4 = High potential; 5 = Very high potential)

<u>1.</u> Reduce inequality, promote well-being and boost social inclusion	3,3	3,2
<u>2.</u> Ensure quality education and promote lifelong learning	4	4,4
<u>3.</u> Guarantee justice and build effective institutions	3,9	3,9
<u>4.</u> Promote sustainable industrialisation and foster innovation	4,2	4,6
<u>5.</u> Ensure responsible consumption and production	4,2	4,3
<u>6.</u> Promote decent work, full employment and economic growth	4,3	4,5
<u>7.</u> Ensure access to affordable and clean energy for all	4	4,1
<u>8.</u> Organise action to combat climate change and global warming	3,9	4,4
<u>9.</u> Make cities and communities inclusive, safe and sustainable	4	4,1
III.6. For EACH of the <u>employees'</u> characteristics below, indicate how STRONGLY in your opinion it may affect the sustainability orientation and initiatives of your organisation?	Average	Average
(1 = Very low potential; 2 = Low potential; 3 = Neutral; 4 = High potential; 5 = Very high potential)		
<u>1.</u> Initiative, dynamic thinking, motivation and a can-do-mentality	4,4	4,5
<u>2.</u> Knowledge about corporate culture and management structure	4,1	3,8
<u>3.</u> Ability to make a strong impression on the organisation's Management	4,3	4,3

4. Dedication to one's goals at work and realistic view about the ways to achieve them	4,4	4,2
5. Ability to deal with issues such as complexity and uncertainty	4,5	4,5
6. Sharing information, instructing others and influencing people	4,5	4,6
III.7. For EACH of the <u>organisational settings</u> below, indicate to WHAT EXTENT in your opinion it may encourage the introduction and implementation of sustainability-focused practices, processes and priorities within your organisation:	Average	Average
(1 = To very low extent; 2 = To low extent; 3 = Neutral; 4 = To high extent; 5 = To very high extent)		
1. Understanding the organisational context and its potential for sustainability-oriented development	4	4,2
2. Assessing one's own potential to innovate and add "sustainability value"	4,4	4,4
3. Identification of sustainability-focused innovation opportunities and prospects using internal and external sources of ideas	4,3	3,6
4. Provisional assessment of intrapreneurial initiatives' sustainability impact	4,1	4,1
5. Formation and operation of intra-organisational intrapreneurship teams (or "Circles") for sustainability-focused development	4,3	4,6
6. Defending the merits of ones' intrapreneurial ideas and working with	4,4	4,4

the organisation's management on sustainability issues

IV.1. Would you be interested in participating in a sustainability-focused intrapreneurship training course, that will be developed by the SINTRA project?

Yes: 28

Yes: 6

No: 12

No: 4

IV.2. How do you believe that upgrading your sustainability-oriented intrapreneurial skills and mindset could benefit your organisation (please, indicate to what extent you agree with the statements below)?

Average

Average

(1 = Strongly disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly agree)

1. It will boost the capacity of the organisation to be more sustainability-focused in its day-to-day operations and the organisational model

4, 2

3,8

2. It will lead to the introduction of sustainability-focused practices, processes and priorities within the organisation

4,4

4

3. It will harness the potential that intrapreneurship within organisations has for achieving environmental, social and economic sustainability

4,1

4,4

IV.3. Which do you consider to be the best way of delivering such a type of training programme?

Average

Average

(1 = Not preferred, 2 = Low preference, 3 = Moderate preference, 4 = High preference, 5 = Very high preference)

1. Self-learning

2,7

3

<u>2.</u> Face-to-face training sessions	4	3,9
<u>3.</u> Distant / online learning	4,3	4,6
<u>4.</u> Blended (face-to-face and online) learning	4,4	4,6
<u>5.</u> Assignments development and experience-sharing	3,7	4,4

IV.4. Are you situated in a geographically remote location which might make it difficult for you to participate in face-to-face training workshops taking place at the respective SINTRA partner's premises?

Annex B. SINTRA survey indicators



SURVEY QUESTIONNAIRES – SINTRA indicators

Question III.8 (Employees' Survey). For EACH of the activities below, indicate its considered IMPORTANCE for achieving a high level of sustainability orientation of your organisation, if undertaken by yourself and your fellow-workers:

Question II.8 (Employers' Survey). For EACH of the activities below, indicate its considered IMPORTANCE for achieving a high level of sustainability orientation of your organisation, if undertaken by the employees in your organisation:

(1 = Not at all important; 2 = Not important; 3 = Neutral; 4 = Important; 5 = Very important)

	SINTRA 'importance' indicators' value	
	Employees' responses	Employers' responses
<u>1.</u> Understanding the organisational context and its potential for sustainability-oriented development	4,0	4,2
<u>2.</u> Assessing one's own potential to innovate and add "sustainability value"	4,3	4,1
<u>3.</u> Identification of sustainability-focused innovation opportunities and prospects using internal and external sources of ideas	4,4	4,4
<u>4.</u> Provisional assessment of intrapreneurial initiatives' sustainability impact	4	4
<u>5.</u> Formation and operation of intra-organisational intrapreneurship teams (or "Circles") for sustainability-focused development	4,4	4,5
<u>6.</u> Defending the merits of ones' intrapreneurial ideas and working with the organisation's management on sustainability issues	4,3	4,4

Question III.9 (Employees' Survey). Independently of their estimated importance, indicate how ADEQUATE (adequately developed) you consider the PRESENTLY EXISTING level of the skills and competences, needed for implementation of EACH of the above activities is for you and the other employees in your organisation:

Question II.9 (Employers' Survey). Independently of their estimated importance, indicate how ADEQUATE (adequately developed) you consider the PRESENTLY EXISTING level of the skills and competences, needed for implementation of EACH of the above activities is among the employees in your organisation:

(1 = Highly inadequate; 2 = Inadequate; 3 = Neutral; 4 = Adequate; 5 = Highly adequate)

	SINTRA' adequacy' indicators' value	
	Employees' responses	Employers' responses
<u>1.</u> Understanding the organisational context and its potential for sustainability-oriented development	3,5	3,6
<u>2.</u> Assessing one's own potential to innovate and add "sustainability value"	3,5	3,4
<u>3.</u> Identification of sustainability-focused innovation opportunities and prospects using internal and external sources of ideas	3,3	3,9
<u>4.</u> Provisional assessment of intrapreneurial initiatives' sustainability impact	3,2	2,9
<u>5.</u> Formation and operation of intra-organisational intrapreneurship teams (or "Circles") for sustainability-focused development	3,2	3,2
<u>6.</u> Defending the merits of ones' intrapreneurial ideas and working with the organisation's management on sustainability issues	3,2	3,4

Question III.10 (Employees' Survey). Indicate how often you and/or your colleagues practise EACH of the above activities while trying to improve the sustainability orientation of your organisation:

Question II.10 (Employers' Survey). Indicate how often the employees in your organisation practise EACH of the above activities while trying to improve the sustainability orientation of your organisation:

(1 = Very rarely; 2 = Rarely; 3 = Neutral; 4 = Often; 5 = Very often)

	SINTRA' frequency' indicators' value	
	Employees' responses	Employers' responses
<u>1.</u> Understanding the organisational context and its potential for sustainability-oriented development	3,2	3,2
<u>2.</u> Assessing one's own potential to innovate and add "sustainability value"	3,1	3
<u>3.</u> Identification of sustainability-focused innovation opportunities and prospects using internal and external sources of ideas	3,3	3,5

4. Provisional assessment of intrapreneurial initiatives' sustainability impact	2,8	2,5
5. Formation and operation of intra-organisational intrapreneurship teams (or "Circles") for sustainability-focused development	3,1	3,7
6. Defending the merits of ones' intrapreneurial ideas and working with the organisation's management on sustainability issues	3,2	3,9

Annex C. SINTRA survey questionnaires in English and in national language

Sjálfbærni með innri nýsköpun, góðum starfsháttum og gloppugreiningu

Spurningalisti fyrir starffólk SINTRA

SINTRA - Að ná fram sjálfbærni í gegnum innri nýsköpun (Achieving Sustainability through INTRAprenurship) er tveggja ára Erasmus+ verkefni (KA2: *Strategic Partnerships for adult education*) sem ætlað er að þróa samþættan stuðning sem sniðinn er að þörfum fyrirtækja og stofnana sem vilja auka færni starfsfólks og stjórnenda í innri nýsköpun. Allt í þeim tilgangi að auka sjálfbærni.

Sjálfbærni í viðskiptum vísar almennt til þeirra áhrifa sem stefnur og starfshættir fyrirtækis hafa á umhverfi og samfélag. Hún er einnig tengd hagkvæmni og samkeppnishæfni fyrirtækisins sjálfs. **Innri nýsköpun** fyrirtækis (*Intraprenurship*) á sér stað þar sem hugarfar frumkvöðla er virkjað hjá starfsmönnum til að ná fram nýsköpun í vörum eða þjónustu.

SINTRA verkefnið miðar að því að þróa sérsniðnar og nýstárlegar þjálfunaraðferðir og verkfæri sem eiga að styðja fyrirtæki til að virkja innri nýsköpun til að auka sjálfbærni, hvort sem er í viðskiptalífinu eða í opinbera geiranum.

Þessi könnun er gerð í þeim tilgangi að greina reynslu og fyrirmyndarverklag í sjálfbærni miðaðri innri nýsköpun og einnig hvað vantar upp á til að hægt sé að efla innri nýsköpun með breyttu skipulagi og hugarfari starfsfólks.

Niðurstöður könnunarinnar verða notaðar sem vegvísir í SINTRA samstarfinu til að hanna kennsluefni í innri nýsköpun sem nýtist bæði starfsfólki og stjórnendum til að efla umhverfis-, félags- og efnahagslega sjálfbærni.

Persónuupplýsingar þátttakenda verða trúnaðarmál.

Vinsamlegast merkið svör með “X” við lokuðu spurningunum hér að neðan og skilið útfylltum spurningalista til: [upplýsingar um tengilið viðkomandi SINTRA aðila]

I. Hluti. Auðkenni Stofnunar þátttakanda

I.1. Starfssvið:

	1. Fasteignaviðskipti, leiga og viðskipti
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<u>2.</u>	Framkvæmdir
<u>3.</u>	Heildsala og smásala, viðgerðir
<u>4.</u>	Flutningar, geymsla og samskipti
<u>5.</u>	Önnur samfélags-, félags- og einstaklingsþjónusta
<u>6.</u>	Framleiðsla
<u>7.</u>	Landbúnaður, veiðar og skógrækt
<u>8.</u>	Fiskveiðar og vinnsla
<u>9.</u>	Menntun
<u>10.</u>	Ferðamennska, þar á meðal hótél og veitingastaðir
<u>11.</u>	Heilbrigðis- og félagsþjónusta
<u>12.</u>	Milliliður í fjármálaviðskiptum
<u>13.</u>	Upplýsinga- og samskiptatækni
<u>14.</u>	Einkageirinn
<u>15.</u>	Opinberi geirinn
<u>16.</u>	Annað

I.2 Hvenær hófst starfsemin (skrifið ártalið í reitinn að neðan)?

I.3.Staðsetning (skrifið landshluta):

I.4. Núverandi stærð (fjöldi starfsmanna):

<u>1.</u>	1-9	<u>2.</u>	10-49	<u>3.</u>	50-99	<u>4.</u>	100-249	<u>5.</u>	250+
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II. Hluti. Núverandi starfsemi á sviði sjálfbærniðaðs innra frumkvöðlastarfs

II.1. Telur þú vinnustaðinn þinn vera sjálfbærniðaðan?

<input type="checkbox"/>	1. Já	<input type="checkbox"/>	2. Nei	<input type="checkbox"/>	3. Ekki viss
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II.2. Hversu þungt vega eftirfarandi sjálfbærnihvatar í starfsháttum vinnustaðarins?

(1 = Alls ekki þungt, 2 = Ekki þungt, 3 = Hlutlaus, 4 = Þungt, 5 = Mjög þungt)

	1	2	3	4	5
1. Að umhverfisverndarlögum sé framfylgt	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Áhrif á framleiðslukostnað	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Að sýna samfélagslega ábyrgð fyrirtækis	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Möguleg samfélagsleg eða efnahagsleg áhrif á nærumhverfi	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Möguleg áhrif á þróun á vinnumarkaði í nærumhverfi	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

II.3. Hverjir telur þú að ættu að eiga frumkvæðið varðandi það að gera starfsemina sjálfbærnimiðaðri (merkið aðeins við eitt svar)?

<input type="checkbox"/>	1. Eigendur/stjórnendur	<input type="checkbox"/>	2. Starfsfólk
<input type="checkbox"/>	3. Bæði	<input type="checkbox"/>	4. Hvorugt

II.4. Telur þú að starfsfólk sem býr yfir nýsköpunarhugarfari taki þátt í sjálfbærnitengdum verkefnum í þínu fyrirtæki/stofnun?

<input type="checkbox"/>	1. Já	<input type="checkbox"/>	2. Nei	<input type="checkbox"/>	3. Ekki viss
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II.5. Hversu mikil áhrif telur þú að samstarfsfólk þitt geti mögulega haft á tiltekin Heimsmarkmið í sjálfbærri þróun?

(1 = Mjög lítil áhrif, 2 = Lítil áhrif, 3 = Hlutlaust, 4 = Mikil áhrif, 5 = Mjög mikil áhrif)

	1	2	3	4	5
1. Að minnka ójöfnuð, efla velferð og auka samfélagsþátttöku	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2. Að tryggja gæðamenntun og efla símenntun					
3. Að tryggja réttlæti og byggja skilvirkar stofnanir					
4. Að efla sjálfbæra iðnvæðingu og hlúa að nýsköpun					
5. Að tryggja ábyrga neyslu og framleiðslu					
6. Að efla mannsæmandi vinnu, fulla atvinnuþátttöku og hagvöxt					
7. Að tryggja aðgang að ódýrri og hreinni orku fyrir alla					
8. Að skipuleggja aðgerðir til að berjast gegn loftslagsbreytingum og hnattrænni hlýnun					
9. Að gera borgir og samfélög örugg, sjálfbær og fyrir alla					

II.6. Hversu mikil áhrif hafa eftirtalin persónueinkenni starfsfólks á sjálbærniþróun á vinnustaðnum?

(1 = Mjög lítil, 2 = Lítil, 3 = Hlutlaus, 4 = Mikil, 5 = Mjög mikil)

	1	2	3	4	5
1. Frumkvæði, drifandi hugsun, hvatning og “við getum” hugarfar					
2. Þekking á menningu fyrirtækisins/stofnunarinnar og stjórnunarfyrirkomulagi					
3. Geta til að hafa mikil áhrif á stjórnun fyrirtækisins/stofnunarinnar					
4. Tileinkun að markmiðum og raunsæ sýn á leiðir til að ná þeim					
5. Geta til að kljást við vandamál á borð við flækjustig og óvissu					
6. Upplýsingamiðlun, að leiðbeina öðrum og að hafa áhrif á fólk					

II.7. Að hve miklu leyti geta eftirtaldir þættir hvatt til innleiðingar á sjálfbærniþróunum ferlum og aðgerðum?

(1 = Að mjög litlu leyti, 2 = Að litlu leyti, 3 = Hlutlaust, 4 = Að miklu leyti, 5 = Að mjög miklu leyti)

	1	2	3	4	5
1. Fyrirkomulag og/eða menning og hefðir sem hvetur starfsfólk til að deila, tala um og innleiða góðar hugmyndir					
2. Sjálfstæði sem hvetur starfsfólk til að finna sjálfstæðar lausnir við áskorunum					
3. Gott aðgengi að aðföngum sem gerir starfsfólki kleift að raungera nýjar hugmyndir hratt					

4. Hvatar af hendi stjórnenda til handa starfsfólks til að koma með nýjar hugmyndir					
5. Opín skoðanaskipti varðandi hugmyndir innan fyrirtækisins/stofnunarinnar og með utanaðakomandi sérfræðingum sem og notkun skilvirkra tækja á borð við netspjallborð					
6. Dreifstýring þar sem stjórnendur deila ákvörðunum á lægsta mögulega stig til að tryggja að ákvarðanir séu teknar á sviði bestu mögulegu þekkingar					

II.8. Hversu mikilvæg telur þú eftirfarandi atriði í innleiðingu sjálfbærni?

(1 = Alls ekki mikilvægt, 2 = Ekki mikilvægt 3 = Hlutlaust, 4 = Mikilvægt, 5 = Mjög mikilvægt)

	1	2	3	4	5
1. Að skilja skipulag fyrirtækisins/stofnunarinnar og möguleikum þess til sjálfbærrar þróunar					
2. Að meta eigin getu til nýsköpunar og aukinnar sjálfbærni					
3. Að geta greint horfur og tækifæri til sjálfbærni miðaðar nýsköpunar sem byggja hugmyndum innan og utan fyrirtækisins/stofnunarinnar					
4. Að gera bráðabirgðamat á því hvernig innri nýsköpun og frumkvöðlastarf hefur áhrif á sjálfbærni					
5. Að setja upp og starfrækja teymi innri nýsköpunar fyrir sjálfbæra þróun					
6. Að standa með og kynna kosti eigin nýsköpunarhugmynda í sjálfbærnimálum og vinna þær áfram með stjórnendum					

II.9. Hversu mikilvæg telur þú eftirfarandi atriði í innleiðingu sjálfbærni?

(1 = Alls ekki mikilvægt, 2 = Ekki mikilvægt 3 = Hlutlaust, 4 = Mikilvægt, 5 = Mjög mikilvægt)

	1	2	3	4	5
1. Að skilja skipulag fyrirtækisins/stofnunarinnar og möguleikum þess til sjálfbærrar þróunar					
2. Að meta eigin getu til nýsköpunar og aukinnar sjálfbærni					
3. Að geta greint horfur og tækifæri til sjálfbærni miðaðar nýsköpunar sem byggja á hugmyndum innan og utan fyrirtækisins/stofnunarinnar					
4. Að gera bráðabirgðamat á því hvernig innri nýsköpun og frumkvöðlastarf hefur áhrif á sjálfbærni					

5. Að setja upp og starfrækja teymi innri nýsköpunar fyrir sjálfbæra þróun					
6. Að standa með og kynna kosti eigin nýsköpunarhugmynda í sjálfbærnimálum og vinna þær áfram með stjórnendum					

II.10. Tilgreinið hversu oft þú og/eða samstarfsfólk þitt nýtið eftirfarandi atriði í þeim tilgangi að bæta sjálfbærniþróun fyrirtækisins/stofnunarinnar:

(1 = Mjög sjaldan, 2 = Sjaldan, 3 = Hlutlaust, 4 = Oft, 5 = Mjög oft)

	1	2	3	4	5
1. Skilning á skipulagi fyrirtækisins/stofnunarinnar og möguleikum þess til sjálfbærrar þróunar					
2. Að meta eigin getu til nýsköpunar og aukinnar sjálfbærni					
3. Að geta greint horfur og tækifæri til sjálfbærniþróunar nýsköpunar sem byggja á hugmyndum innan og utan fyrirtækisins/stofnunarinnar					
4. Að gera bráðabirgðamat á því hvernig innri nýsköpun og frumkvöðlastarf hefur áhrif á sjálfbærni					
5. Að setja upp og starfrækja teymi innri nýsköpunar fyrir sjálfbæra þróun					
6. Að standa með og kynna kosti eigin nýsköpunarhugmynda í sjálfbærnimálum og vinna þær áfram með stjórnendum.					

III. Hluti. Hugarfar stjórnenda og starfsmanna að sjálfbærniþróun og innri nýsköpun – áhugasvið og helstu óskir um þjálfunaraðferðir

III.1. Hefðir þú áhuga á að taka þátt í þjálfunarnámskeiði varðandi sjálfbærni og innra frumkvöðlastarf sem verður próað í SINTRA verkefninu?

<input type="checkbox"/>	1. Já	<input type="checkbox"/>	2. Nei
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III.2. Hversu sammála ert þú staðhæfingunum að neðan varðandi aukna hæfni og breytt hugarfar í átt að sjálfbærniþróun innri nýsköpun.

(1 = Mjög ósammála, 2 = Ósammála, 3 = Hlutlaus, 4 = Sammála, 5 = Mjög sammála)

	1	2	3	4	5
1. Það mun auka getu vinnustaðarins í átt að sjálfbærni miðun í daglegu starfi og skipulagi					
2. Það mun leiða til innleiðingar á sjálfbærni miðuðu starfi, ferlum og aðgerðum					
3. Það mun virkja möguleika innri nýsköpunar til að ná umhverfis, samfélags og efnahagslegum sjálfbærni markmiðum.					

III.3. Hverja af eftirfarandi leiðum telur þú besta til að veita þér slíka þjálfun?

(1 = Hef ekki áhuga, 2 = Hef lítinn áhuga, 3 = Hef hæfilegan áhuga, 4 = Hef mikinn áhuga, 5 = Hef mjög mikinn áhuga)

	1	2	3	4	5
1. Sjálfsnám					
2. Bein kennsla					
3. Fjar- eða netnámskeið					
4. Blönduð kennsla (bein og netkennsla)					
5. Verkefnaþróun og reynslu deilt					

III.4. Þýrð þú á stað sem gæti gert þér erfitt fyrir að sækja þjálfunarnámskeið með beinni kennslu í SINTRA-verkefninu sem fer fram í Borgarnesi?

<input type="checkbox"/>	1. Já	<input type="checkbox"/>	2. Nei
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Takk fyrir að nota tíma þinn til að svara þessum spurningalista!

Framlag þitt er mjög mikils metið!

Stuðningur Framkvæmdastjórnar Evrópusambandsins við þessa framleiðslu nær ekki til efnistaka. Efnistöð endurspeglar aðeins skoðanir höfunda og Framkvæmdastjórnin ber ekki ábyrgð á því eða þeirri notkun sem kann að verða á þessu efni.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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III.5. HVERSU MIKIL ÁHRIF TELUR ÞÚ AÐ FRUMKVÖÐLAHUGSUN STARFSFÓLKKS GETI MÖGULEGA HAFT Á TILTEKIN HEIMSMARKMIÐ Í SJÁLFBÆRRI ÞRÓUN?

(1 = MJÖG LÍTIL ÁHRIF, 2 = LÍTIL ÁHRIF, 3 = HLUTLAUST, 4 = MIKIL ÁHRIF, 5 = MJÖG MIKIL ÁHRIF)

	1	2	3	4	5
1. AÐ MINNKA ÓJÖFNUÐ, EFLA VELFERÐ OG AUKA SAMFÉLAGSPÁTTTÖKU					
2. AÐ TRYGGJA GÆÐI MENNTUNAR OG EFLA SÍMENNTUN					
3. AÐ TRYGGJA RÉTTLÆTI OG MÓTA SKILVIRKAR STOFNANIR					
4. AÐ EFLA SJÁLFBÆRA IÐNVÆÐINGU OG HLÚA AÐ NÝSKÖPUN					
5. AÐ TRYGGJA ÁBYRGA NEYSLU OG FRAMLEIÐSLU					
6. AÐ EFLA MANNSÆMANDI VINNU, FULLA ATVINNUÞÁTTTÖKU OG HAGVÖXT					
7. AÐ TRYGGJA AÐGANG AÐ ÓDÝRRI OG HREINNI ORKU FYRIR ALLA					
8. AÐ SKIPULEGGJA AÐGERÐIR TIL AÐ BERJAST GEGN LOFTSLAGSBREYTINGUM OG HNATTRÆNNI HLÝNUN					
9. AÐ GERA BORGIR OG SAMFÉLÖG ÖRUGG, SJÁLFBÆR OG FYRIR ALLA					

III.6. HVERSU MIKIL ÁHRIF Hafa EFTIRTALIN PERSÓNUEINKENNI STARFSFÓLKKS Á SJÁLBÆRNIÞRÓUN Á VINNUSTAÐNUM?

(1 = MJÖG LÍTIL, 2 = LÍTIL, 3 = HLUTLAUS, 4 = MIKIL, 5 = MJÖG MIKIL)

	1	2	3	4	5
1. FRUMKVÆÐI, DRÍFANDI HUGSUN, HVATNING OG “VIÐ GETUM” HUGARFAR					
2. ÞEKING Á MENNINGU FYRIRTÆKISINS/STOFNUNARINNAR OG STJÓRNUNARFYRIRKOMULAGI					
3. GETA TIL AÐ Hafa MIKIL ÁHRIF Á STJÓRNUN FYRIRTÆKISINS/STOFNUNARINNAR					
4. TILEINKUN MARKMIÐA OG RAUNSÆ SÝN Á LEIÐIR TIL AÐ NÁ ÞEIM					
5. GETA TIL AÐ KLJÁST VIÐ VANDAMÁL Á BORD VIÐ FLÆKJUSTIG OG ÓVISSU					

6. UPPLÝSINGAMIÐLUN, AÐ LEIÐBEINA ÖÐRUM OG AÐ HAFA ÁHRIF Á FÓLK					
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III.7. AÐ HVE MIKLU LEYTI GETA EFTIRTALDIR ÞÆTTIR HVATT TIL INNLEIÐINGAR Á SJÁLFBÆRNIMIÐUÐUM FERLUM OG AÐGERÐUM?

(1 = AÐ MJÖG LITLU LEYTI, 2 = AÐ LITLU LEYTI, 3 = HLUTLAUST, 4 = AÐ MIKLU LEYTI, 5 = AÐ MJÖG MIKLU LEYTI)

	1	2	3	4	5
1. FYRIRKOMULAG OG/EÐA MENNING OG HEFÐIR SEM HVETUR STARFSFÓLK TIL AÐ DEILA, TALA UM OG INNLEIÐA GÓÐAR HUGMYNDIR					
2. SJÁLFSTÆÐI SEM HVETUR STARFSFÓLK TIL AÐ FINNA SJÁLFSTÆÐAR LAUSNIR VIÐ ÁSKORUNUM					
3. GOTT AÐGENGI AÐ AÐFÖNGUM SEM GERIR STARFSFÓLKI KLEIFT AÐ RAUNGERA NÝJAR HUGMYNDIR HRATT					
4. HVATAR AF HENDI STJÓRNENDA TIL HANDA STARFSFÓLKS TIL AÐ KOMA MEÐ NÝJAR HUGMYNDIR					
5. OPIN SKOÐANASKIPTI VARÐANDI HUGMYNDIR INNAN FYRIRTÆKISINS/STOFNUNARINNAR OG MEÐ UTANÆÐKOMANDI SÉRFRÆÐINGUM SEMOG NOTKUN SKILVIRKRA TÆKJA Á BORD VIÐ NETSPJALLBORD					
6. DREIFSTÝRING ÞAR SEM STJÓRNENDUR DEILA ÁKVÖRÐUNATÖKUNNI MEÐ STARFSFÓLKI TIL AÐ TRYGGJA AÐ ÁKVARÐANIR SÉU TEKNAR AF ÞEIM SEM BEST ÞEKKJA TIL					

III.8. HVERSU MIKILVÆG EÐA LÍTLVÆG TELUR ÞÚ EFTIRFARANDI ATRIÐI Í INNLEIÐINGU SJÁLFBÆRNI?

(1 = ALLS EKKI MIKILVÆGT, 2 = EKKI MIKILVÆGT 3 = HLUTLAUST, 4 = MIKILVÆGT, 5 = MJÖG MIKILVÆGT)

	1	2	3	4	5
1. AÐ SKILJA SKIPULAG FYRIRTÆKISINS/STOFNUNARINNAR OG MÖGULEIKUM ÞESS TIL SJÁLFBÆRRAR ÞRÓUNAR					
2. AÐ META EIGIN GETU TIL NÝSKÖPUNAR OG AUKINNAR SJÁLFBÆRNI					
3. AÐ GETA GREINT HORFUR OG TÆKIFÆRI TIL SJÁLFBÆRNIMIÐAÐRAR NÝSKÖPUNAR SEM BYGGJA Á HUGMYNDUM INNAN OG UTAN FYRIRTÆKISINS/STOFNUNARINNAR					

4. AÐ GERA BRÁÐABIRGÐAMAT Á ÞVÍ HVERNIG INNRI NÝSKÖPUN OG FRUMKVÖÐLASTARF HEFUR ÁHRIF Á SJÁLFBÆRNI					
5. AÐ SETJA UPP OG STARFRÆKJA TEYMI INNRI NÝSKÖPUNAR FYRIR SJÁLFBÆRA ÞRÓUN					
6. AÐ STANDA MEÐ OG KYNNA KOSTI EIGIN NÝSKÖPUNARHUGMYNDA Í SJÁLFBÆRNIMÁLUM OG VINNA ÞÆR ÁFRAM MEÐ STJÓRNENDUM					

III.9. HVERSU HÆFT TELUR ÞÚ ÞIG OG SAMSTARFSFÓLK ÞITT Í EFTIRFARANDI ÞÁTTUM?

(1 = ALLS EKKI HÆFT, 2 = EKKI NÓGU HÆFT, 3 = HLUTLAUSA; 4 = HÆFT 5 = MJÖG HÆFT)

	1	2	3	4	5
1. AÐ SKILJA SKIPULAG FYRIRTÆKISINS/STOFNUNARINNAR OG MÖGULEIKUM ÞESS TIL SJÁLFBÆRRAR ÞRÓUNAR					
2. AÐ META EIGIN GETU TIL NÝSKÖPUNAR OG AUKINNAR SJÁLFBÆRNI					
3. AÐ GETA GREINT HORFUR OG TÆKIFÆRI TIL SJÁLFBÆRNIMIÐAÐRAR NÝSKÖPUNAR SEM BYGGJA Á HUGMYNDUM INNAN OG UTAN FYRIRTÆKISINS/STOFNUNARINNAR					
4. AÐ GETA GERT BRÁÐABIRGÐAMAT Á ÞVÍ HVERNIG INNRI NÝSKÖPUN OG FRUMKVÖÐLASTARF HEFUR ÁHRIF Á SJÁLFBÆRNI					
5. AÐ GETA SETT UPP OG STARFRÆKT TEYMI INNRI NÝSKÖPUNAR FYRIR SJÁLFBÆRA ÞRÓUN					
6. AÐ GETA SETT UPP OG STARFRÆKT TEYMI INNRI NÝSKÖPUNAR FYRIR SJÁLFBÆRA ÞRÓUN					

III.10. TILGREINIÐ HVERSU OFT ÞÚ OG/ÐA SAMSTARFSFÓLK ÞITT NÝTIÐ EFTIRFARANDI ATRIÐI Í ÞEIM TILGANGI AÐ BÆTA SJÁLFBÆRNIÞRÓUN FYRIRTÆKISINS/STOFNUNARINNAR:

(1 = MJÖG SJALDAN; 2 = SJALDAN; 3 = HLUTLAUST; 4 = OFT; 5 = MJÖG OFT)

	1	2	3	4	5
1. SKILNING Á SKIPULAGI FYRIRTÆKISINS/STOFNUNARINNAR OG MÖGULEIKUM ÞESS TIL SJÁLFBÆRRAR ÞRÓUNAR					

2. AÐ META EIGIN GETU TIL NÝSKÖPUNAR OG AUKINNAR SJÁLFBÆRNI					
3. AÐ GETA GREINT HORFUR OG TÆKIFÆRI TIL SJÁLFBÆRNIMIÐAÐRAR NÝSKÖPUNAR SEM BYGGJA Á HUGMYNDUM INNAN OG UTAN FYRIRTÆKISINS/STOFNUNARINNAR					
4. AÐ GERA BRÁÐABIRGÐAMAT Á ÞVÍ HVERNIG INNRI NÝSKÖPUN OG FRUMKVÖÐLASTARF HEFUR ÁHRIF Á SJÁLFBÆRNI					
5. AÐ SETJA UPP OG STARFRÆKJA TEYMI INNRI NÝSKÖPUNAR FYRIR SJÁLFBÆRA ÞRÓUN					
6. AÐ STANDA MEÐ OG KYNNA KOSTI EIGIN NÝSKÖPUNARHUGMYNDA Í SJÁLFBÆRNIMÁLUM OG VINNA ÞÆR ÁFRAM MEÐ STJÓRNENDUM.					

IV. HLUTI. HUGARFAR STJÓRNENDA OG STARFSMANNA AÐ SJÁLFBÆRNIMIÐUN OG INNRI NÝSKÖPUN – ÁHUGASVIÐ OG HELSTU ÓSKIR UM ÞJÁLFUNARÆÐFERÐIR

IV.1. HEFÐIR ÞÚ ÁHUGA Á AÐ TAKA ÞÁTT Í ÞJÁLFUNARNÁMSKEIÐI VARÐANDI SJÁLFBÆRNI OG INNRI NÝSKÖPUN SEM VERÐUR ÞRÓAÐ Í SINTRA VERKEFNINU?

<u>1.</u> JÁ	<u>2.</u> NEI
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IV.2. HVERSU SAMMÁLA ERT ÞÚ STAÐHÆFINGUNUM AÐ NEÐAN VARÐANDI AUKNA HÆFNI OG BREYTT HUGARFAR Í ÁTT AÐ SJÁLFBÆRNIMIÐAÐRI INNRI NÝSKÖPUN.

(1 = MJÖG ÓSAMMÁLA, 2 = ÓSAMMÁLA, 3 = HLUTLAUS, 4 = SAMMÁLA, 5 = MJÖG SAMMÁLA)

	1	2	3	4	5
1. ÞAÐ MUN AUKA GETU VINNUSTADARINS TIL AÐ VERA SJÁLFBÆRARI Í DAGLEGU STARFI OG SKIPULAGI					
2. ÞAÐ MUN LEIÐA TIL INNLEIÐINGAR Á SJÁLFBÆRNIMIÐUÐU STARFI, FERLUM OG AÐGERÐUM					
3. ÞAÐ MUN VIRKJA MÖGULEIKA INNRI NÝSKÖPUNAR TIL AÐ NÁ UMHVERFIS, SAMFÉLAGS OG EFNAHAGSLEGUM SJÁLFBÆRNIMARKMIÐUM.					

IV.3. HVERJA AF EFTIRFARANDI LEIÐUM TELUR ÞÚ BESTA TIL AÐ VEITA ÞÉR SLÍKA ÞJÁLFUN?

(1 = HEF EKKI ÁHUGA, 2 = HEF LÍTINN ÁHUGA, 3 = HEF HÆFILEGAN ÁHUGA, 4 = HEF MIKINN ÁHUGA, 5 = HEF MJÖG MIKINN ÁHUGA)

	1	2	3	4	5
1. SJÁLFSNÁM					
2. BEIN KENNSLA					
3. FJAR- EÐA NETNÁMSKEIÐ					
4. BLÖNDUÐ KENNSLA (BEIN OG NETKENNSLA)					
5. VERKEFNAÞRÓUN OG REYNSLU DEILT					

IV.4. BÝRÐ ÞÚ Á STAÐ SEM GÆTI GERT ÞÉR ERFITT FYRIR AÐ SÆKJA ÞJÁLFUNARNÁMSKEIÐ MEÐ BEINNI KENNSLU Í SINTRA-VERKEFNINU SEM FER FRAM Í BORGARNESI?

<input type="checkbox"/>	1. JÁ	<input type="checkbox"/>	2. NEI
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TAKK FYRIR AÐ VERJA TÍMA Í AÐ SVARA ÞESSUM SPURNINGALISTA!

FRAMLAG ÞITT ER MJÖG MIKILS METIÐ!

STUÐNINGUR FRAMKVÆMDASTJÓRNAR EVRÓPUSAMBANDINS VIÐ ÞESSA FRAMLEIÐSLU NÆR EKKI TIL EFNISTAKA.

EFNISTÖK ENDURSPEGLA AÐEINS SKOÐANIR HÖFUNDA OG FRAMKVÆMDASTJÓRNIN BER EKKI ÁBYRGÐ Á ÞVÍ EÐA ÞEIRRI NOTKUN SEM KANN AÐ VERÐA Á ÞESSU EFNI.

Annex D. SINTRA interview questionnaires in English and in national language

SJÁLFBÆRNI MEÐ INNRI NÝSKÖPUN
FYRIRMYNDAR VERKLAG OG GLOPPUGREINING
SPURNINGALISTI FYRIR STARFSFÓLK
SINTRA

SINTRA - Að ná fram sjálfbærni í gegnum innri nýsköpun (Achieving Sustainability through INTRAprenueurship) er tveggja ára Erasmus+ verkefni (KA2: *Strategic Partnerships for adult education*) sem ætlað er að þróa samþættan stuðning sem sniðinn er að þörfum fyrirtækja og stofnana sem vilja auka færni starfsfólks og stjórnenda í innri nýsköpun. Allt í þeim tilgangi að auka sjálfbærni.

Sjálfbærni í viðskiptum vísar almennt til þeirra áhrifa sem stefnur og starfshættir fyrirtækis hafa á umhverfi og samfélag. Hún er einnig tengd hagkvæmni og samkeppnishæfni fyrirtækisins sjálfs. **Innri nýsköpun** fyrirtækis (*Intraprenueurship*) á sér stað þar sem hugarfar frumkvöðla er virkjað hjá starfsmönnum til að ná fram nýsköpun í vörum eða þjónustu.

SINTRA verkefnið miðar að því að þróa sérsniðnar og nýstárlegar þjálfunaraðferðir og verkfæri sem eiga að styðja fyrirtæki til að virkja innri nýsköpun til að auka sjálfbærni, hvort sem er í viðskiptalífinu eða í opinbera geiranum.

Þessi könnun er gerð í þeim tilgangi að greina reynslu og fyrirmyndarverklag í sjálfbærni miðaðri innri nýsköpun og einnig hvað vantar upp á til að hægt sé að efla innri nýsköpun með breyttu skipulagi og hugarfari starfsfólks.

Niðurstöður könnunarinnar verða notaðar sem vegvísir í SINTRA samstarfinu til að hanna kennslufni í innri nýsköpun sem nýtist bæði starfsfólki og stjórnendum til að efla umhverfis-, félags- og efnahagslega sjálfbærni.

Persónuupplýsingar þátttakenda verða trúnaðarmál.

Vinsamlegast merkið svör með “X” við lokuðu spurningunum hér að neðan og skilið útfylltum spurningalista til: [upplýsingar um tengilið viðkomandi SINTRA aðila]

Spurningar eiga við um núverandi starfsumhverfi á núverandi vinnustað, hvort sem um er að ræða einkafyrirtæki eða opinbera stofnun.

I. HLUTI PERSÓNUUPPLÝSINGAR

I.1. Upprunaland:

<u>1.</u> Búlgaría	<u>2.</u> Króatía	<u>3.</u> Eistland
<u>4.</u> Grikkland	<u>5.</u> Ísland	<u>6.</u> Portúgal

I.2. Kyn:

<u>1.</u> Karl	<u>2.</u> Kona
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I.3. Aldur – veljið einn af eftirfarandi valmöguleikum:

<u>1.</u> 20-29	<u>2.</u> 30-39	<u>3.</u> 40-49	<u>4.</u> 50-59	<u>5.</u> 60+
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I.4. Menntun – veljið æðstu menntunargráðu:

<u>1.</u> Framhaldsskóli	<u>2.</u> Iðnmenntun
<u>3.</u> Háskólagráða	<u>4.</u> Framhaldsmenntun í háskóla

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I.5. Staða innan fyrirtækisins:

II. HLUTI. STARFSVETTIVANGUR ÞÁTTTAKANDA

II.1. Atvinnugrein:

<u>1.</u> Fasteignaviðskipti, leiga og viðskipti
<u>2.</u> Framkvæmdir
<u>3.</u> Heildsala og smásala, viðgerðir
<u>4.</u> Flutningar, geymsla og samskipti
<u>5.</u> Önnur samfélags-, félags- og einstaklingsþjónusta
<u>6.</u> Framleiðsla
<u>7.</u> Landbúnaður, veiðar og skógrækt
<u>8.</u> Fiskveiðar og vinnsla
<u>9.</u> Menntun
<u>10.</u> Ferðamennska, þar á meðal hótél og veitingastaðir
<u>11.</u> Heilbrigðis- og félagsþjónusta
<u>12.</u> Milliliður í fjármálaviðskiptum
<u>13.</u> Upplýsinga- og samskiptatækni
<u>14.</u> Einkageirinn
<u>15.</u> Opinberi geirinn
<u>16.</u> Annað

II.2 Hvenær hófst starfsemin (skrifið ártalið í reitinn að neðan)?

II.3. Staðsetning (skrifið landshluta):

II.2. Núverandi stærð (fjöldi starfsmanna):

<u>1.</u> 1-9	<u>2.</u> 10-49	<u>3.</u> 50-99	<u>4.</u> 100-249	<u>5.</u> 250+
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III. HLUTI. SÖGUR AF ÁRANGRI Á SVIÐI SJÁLFBÆRNIMIÐAÐAR INNRI NÝSKÖPUNAR

III.1. Hefur verið unnið að sjálfbærnimarkmiðum í fyrirtæki þínu/stofnun og ef já, hver átti frumkvæðið að þeim?

III.2. Ef við á, lýstu eigin reynslu af umsjón með innri nýsköpun sem leiddi til aukinnar sjálfbærni. Hvernig hófst það? Hvernig var ferlið? Hvaða áhrif hafði það á vinnustaðinn og sjálfa/n þig? Lýstu eins nákvæmlega og hægt er.

III.3. Ef við á, hvernig hefur þátttaka þín í ofangreindum verkefnum haft áhrif á sjálfbærni?

III.4. Geturðu borið kennsl á a.m.k. þrjá lykilþætti í atferli þínu og hugarfari sem hjálpuðu þér við innri nýsköpun og til að auka sjálfbærni á vinnustaðnum? Vinsamlegast skýrið frá á greinargóðan hátt.

III.5. Geturðu borið kennsl á a.m.k. þrjá lykilþætti í skipulagi vinnustaðarins sem hvetja þig til frekari innri nýsköpunar og auka þannig framlag þitt til innleiðingar sjálfbærniðaðrar starfsemi, ferla og forgaðsatriða? Vinsamlegast skýrið frá á greinargóðan hátt.

III.6. Hvernig myndirðu lýsa hæfni þinni og færni sem þörf er á til innleiðingar ofangreindrar innri nýsköpunar?

Takk fyrir að nota tíma þinn til að svara þessum spurningalista!

Framlag þitt er mjög mikils metið!

Stuðningur Framkvæmdastjórnar Evrópusambandsins við þessa framleiðslu nær ekki til efnistaka. Efnistöð endurspeglar aðeins skoðanir höfunda og Framkvæmdastjórnin ber ekki ábyrgð á því eða þeirri notkun sem kann að verða á þessu efni.

SJÁLFBÆRNI MEÐ INNRI NÝSKÖPUN
FYRIRMYNDAR VERKLAG OG GLOPPUGREINING
SPURNINGALISTI FYRIR STJÓRNENDUR

SINTRA - Að ná fram sjálfbærni í gegnum innri nýsköpun (Achieving Sustainability through INTRAprenurship) er tveggja ára Erasmus+ verkefni (KA2: Strategic Partnerships for adult education) sem ætlað er að þróa samþættað stuðning sem sniðinn er að þörfum fyrirtækja og stofnana sem vilja auka færni starfsfólks og stjórnenda í innri nýsköpun. Allt í þeim tilgangi að auka sjálfbærni.

Sjálfbærni í viðskiptum vísar almennt til þeirra áhrifa sem stefnur og starfshættir fyrirtækis hafa á umhverfi og samfélag. Hún er einnig tengd hagkvæmni og samkeppnishæfni fyrirtækisins sjálfs.

Innri nýsköpun fyrirtækis (Intrapreneurship) á sér stað þar sem hugarfar frumkvöðla er virkjað hjá starfsmönnum til að ná fram nýsköpun í vörum eða þjónustu.

SINTRA verkefnið miðar að því að þróa sérsniðnar og nýstárlegar þjálfunaraðferðir og verkfæri sem eiga að styðja fyrirtæki til að virkja innri nýsköpun til að auka sjálfbærni, hvort sem er í viðskiptalífinu eða í opinbera geiranum.

Þessi könnun er gerð í þeim tilgangi að greina reynslu og fyrirmyndarverklag í sjálfbærni miðaðri innri nýsköpun og einnig hvað vantar upp á til að hægt sé að efla innri nýsköpun með breyttu skipulagi og hugarfari starfsfólks.

Niðurstöður könnunarinnar verða notaðar sem vegvísir í SINTRA samstarfinu til að hanna kennsluefni í innri nýsköpun sem nýtist bæði starfsfólki og stjórnendum til að efla umhverfis-, félags- og efnahagslega sjálfbærni.

Persónuupplýsingar þátttakenda verða trúnaðarmál.

Vinsamlegast merkið svör með “X” við lokuðu spurningunum hér að neðan og skilið útfylltum spurningalista til: [upplýsingar um tengilið viðkomandi SINTRA aðila]

Spurningar eiga við um núverandi starfsumhverfi á núverandi vinnustað, hvort sem um er að ræða einkafyrirtæki eða opinbera stofnun.

I. HLUTI. STARFSVETTIVANGUR ÞÁTTTAKANDA

I.1. Atvinnugrein:

<u>1.</u>	Fasteignaviðskipti, leiga og viðskipti
<u>2.</u>	Framkvæmdir
<u>3.</u>	Heildsala og smásala, viðgerðir
<u>4.</u>	Flutningar, geymsla og samskipti
<u>5.</u>	Önnur samfélags-, félags- og einstaklingsþjónusta
<u>6.</u>	Framleiðsla
<u>7.</u>	Landbúnaður, veiðar og skógrækt
<u>8.</u>	Fiskveiðar og vinnsla
<u>9.</u>	Menntun
<u>10.</u>	Ferðamennska, þar á meðal hótél og veitingastaðir
<u>11.</u>	Heilbrigðis- og félagsþjónusta
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<u>14.</u>	Einkageirinn
<u>15.</u>	Opinberi geirinn
<u>16.</u>	Annað

I.2 Hvenær hófst starfsemin (skrifið ártalið í reitinn að neðan)?



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I.3. Staðsetning (skrifið landshluta):

I.4. Núverandi stærð (fjöldi starfsmanna):

<u>1.</u> 1-9	<u>2.</u> 10-49	<u>3.</u> 50-99	<u>4.</u> 100-249	<u>5.</u> 250+
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II. HLUTI. SÖGUR AF ÁRANGRI Á SVIÐI SJÁLFBÆRNIMIÐAÐAR INNRI NÝSKÖPUNAR

II.1. Hefur verið unnið að sjálfbærnimarkmiðum í fyrirtæki þínu/stofnun og ef já, hver átti frumkvæðið að þeim?

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II.3. Ef við á, hvernig hefur þátttaka þín í ofangreindum verkefnum haft áhrif á sjálfbærni?

II.4. Geturðu borið kennsl á a.m.k. þrjá lykilþætti í atferli og hugarfari stjórnenda sem hjálpuðu þeim við innri nýsköpun og til að auka sjálfbærni á vinnustaðnum? Vinsamlegast skýrið frá á greinargóðan hátt.

II.5. Geturðu borið kennsl á a.m.k. þrjá lykilþætti í skipulagi vinnustaðarins sem hvetja stjórnendur til f rekari innri nýsköpunar og auka þannig framlag þeirra til innleiðingar sjálfbærnimíðaðrar starfsemi, ferla og forgangsatriða? Vinsamlegast skýrið frá á greinargóðan hátt.

II.6. Hvernig myndirðu lýsa hæfni og færni sem stjórnendur þurfa að hafa til innleiðingar ofangreindrar innri nýsköpunar?

Takk fyrir að nota tíma þinn til að svara þessum spurningalista!

Framlag þitt er mjög mikils metið!

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