

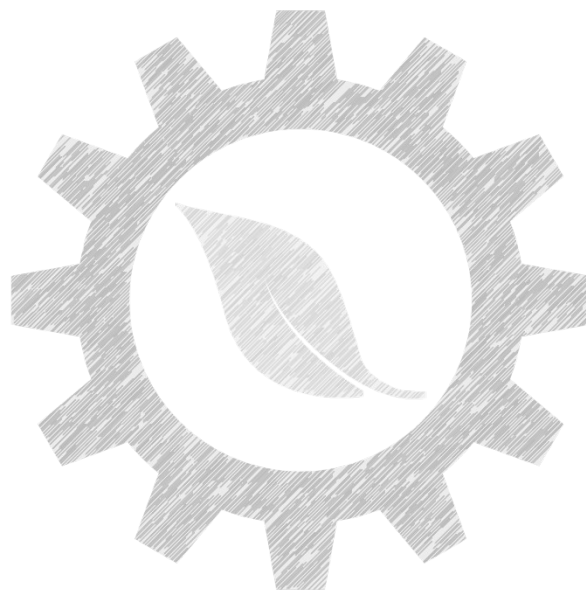


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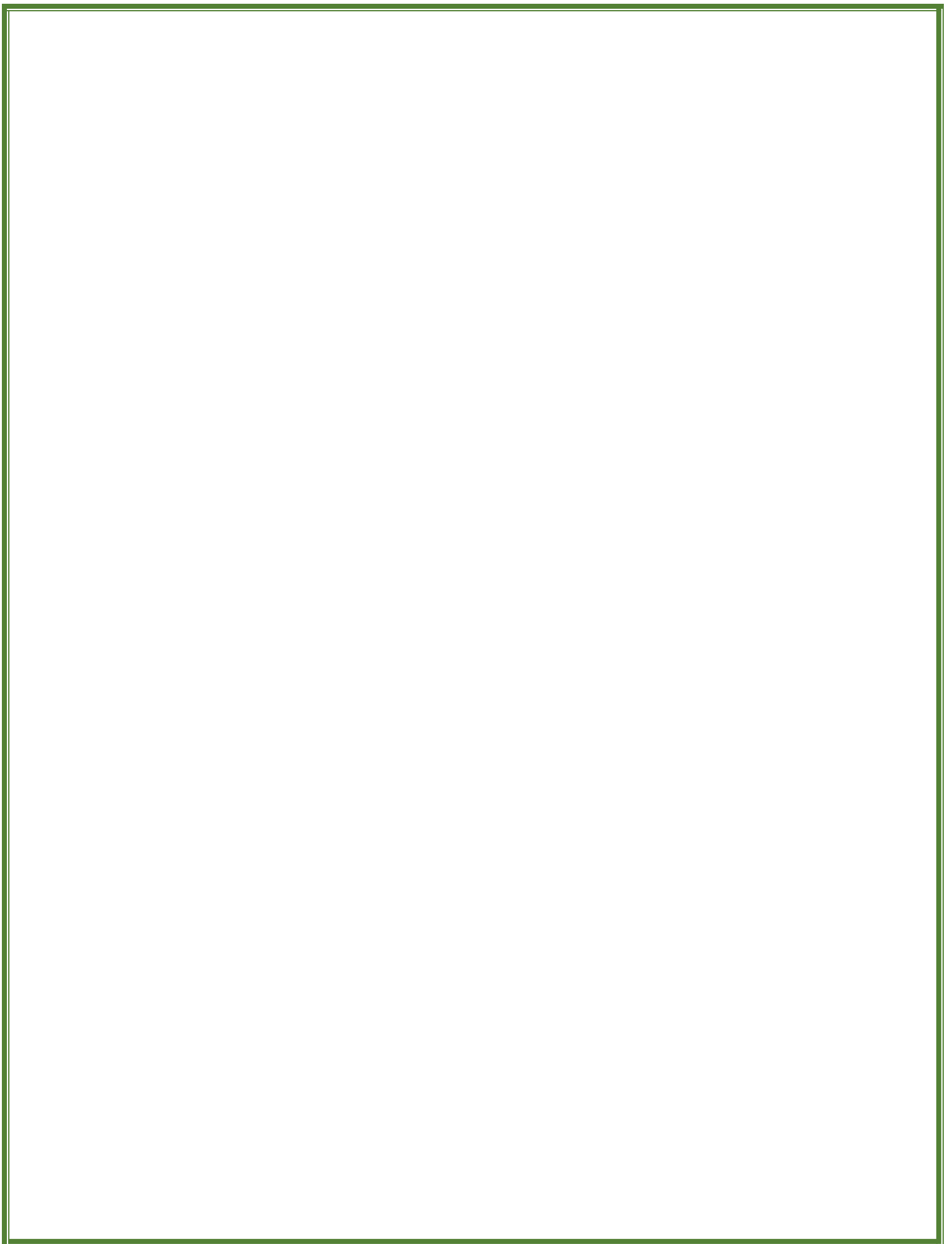
# SUSTAINABILITY THROUGH INTRAPRENEURSHIP – GOOD PRACTICES AND GAP ANALYSIS IN ESTONIA

## NATIONAL REPORT



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## PREFACE

The 2<sup>nd</sup> 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 **Estonia**, 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 Estonia – analysis of survey results.
- Chapter 2. Sustainability through INTRApreneurship in Estonia– success stories' in-depth interviews findings.

The Youth in Science and Business Foundation team would like to acknowledge the cooperation of Taimi Elenurm in contributing to this report.

*Eero Elenurm*

*January 2021*

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## EXECUTIVE SUMMARY

SINTRA IO1 'Good Practices and Gap Analysis' were conducted on February 2021 in 43 Estonian organisations. Most participating organisations are practicing sustainability-oriented intrapreneurship already. The initiative for making the practices and processes in organisation more sustainability-focused shall take the employer and employee together. The main "drivers" are regional socioeconomic situation and potential to have impact on labour force's development, also promote well-being and boost social inclusion. In interviews highlighted the need to leave a better environment for future generations, a sense of unity and equal opportunities in communities and between generations, compliance with ISO standards, but also competitiveness and economic benefits. In order to ensure environmental sustainability, the Green Tiger and Digital Harvesting programs have been merged; reducing waste, improving processes, using renewable energy; flexibility in work and industrial relations were also mentioned.

To support the intrapreneurship the recipients considered to talk about and implement good ideas and are ready to share information and instruct others, while organisation has an open culture. The employees need more support for understanding the organisational context and its potential for sustainability-oriented development and also for assessing one's own potential to innovate and add "sustainability value", then managers can it offer. In the employee interviews, trust between managers and employees, getting used to each other's strengths, cooperation and caring relationship climate, readiness to learn and innovativeness were mentioned as important conditions for intrapreneurship. Managers added opportunities for independent action and decision-making for employees. Specific measures were mentioned: playing through future scenarios, assembling diversity-based teams, pilot projects to test innovations.

The presently existing level of the skills and competences for sustainability oriented activities the respondents assess higher than medium. The skills needed for that are: initiating development projects and learning from feedback. There is always a reason to learn and practice more, for example creativity, or about strategies to ensure sustainability. By meaning of managers the employees need more knowledge and skills, that help to deal with complexity and uncertainty and to assess one's potential and goals at work and realistic view about the ways to achieve them.

Most of employees and all managers agree, that upgrading sustainability-oriented intrapreneurial skills could benefit their organisations. Best way for that was considered assignments development and experience-sharing; suitable form are also blended learning.

## EXECUTIVE SUMMARY IN ESTONIAN / KOKKUVÕTE EESTI KEELES

SINTRA IO1 uuring 'Head tavad ja lünkade analüüs' viidi läbi 2021. aasta veebruaris 43-s Eesti organisatsioonis. Jätkusuutlikkusele orienteeritud siseettevõtluse alaseid praktikaid on rakendanud enamus osalenud organisatsioonidest. Algatused on tulnud nii juhtidelt kui ka töötajatelt. Piirkondlik sotsiaalmajanduslik olukord ja soov mõjutada tööjõu arengut, aga ka heaolu edendamine ja sotsiaalne kaasatus on olnud peamisteks ajenditeks. Intervjuudes märgiti lisaks vajadust jätta järgmistele põlvkondadele parem keskkond, ühtsustunnet ning võrdseid võimalusi kogukondades ja põlvkondade vahel, aga ka ISO standardite järgimist, konkurentsivõimet ning majanduslikku kasu. Keskkondliku jätkusuutlisse tagamiseks on ühinetud Rohetiigri ja Digikoristuse programmidega, väärustakse raiskamise vähendamist, protsesside parandamist, taastuenergia kasutamist, paindikkust töös ja töösuhetes.

Siseettevõtluse arendamiseks on vastajate arvates vaja headest ideedest rääkida ja nende ellu viimiseks töökaaslastelt ja juhtidelt toetust hankida, omavahel uut teavet jagada ja teisi vajadusel juhendada. Seda toetab avatud organisatsioonikultuur. Töötajad ootavad juhtidelt senisest rohkem tuge organisatsiooni konteksti ja selle jätkusuutlikkusele suunatud arengupotentsiaali mõistmiseks, aga ka enda potentsiaali hindamiseks uuenduste loomisel. Siseettevõtluseks vajalike eeltingimusteks on juhtide ja töötajate omavaheline usaldus, üksteiste tugevuste toetamine, koostöö ja hooliv suhtekliima, õpivalmidus ja uuendusmeelsus. Juhid rõhutasid, et töötajatele tuleb anda võimalus iseseisvaks tegutsemiseks ja otsustamiseks ning nad tuleb kaasata otsustamise ja ettevõtte tulevikuplaanide arutamisse. Konkreetse meetmetena märgiti tulevikustsenaariumite läbimängimist, meeskonade komplekteerimist mitmekesisuse printsiibist lähtuvalt ning pilootprojekte uuenduste katsetamiseks.

Jätkusuutlikkusele suunatud tegevuste oskuste ja pädevuste praegune tase on vastajate hinnangul keskmisest veidi kõrgem. Jätkusuutlikkuseks vajalike oskustena nimetati arendusprojektide algatamise ja tagasisidest õppimise oskusi. Intervjuudes lisati, et alati on põhjust rohkem õppida ja harjutada, näiteks loovust või strateegiate loomist jätkusuutlikkuse tagamiseks. Juhtide arvates vajavad töötajad rohkem teadmisi ja oskusi keeruliste probleemide lahendamiseks ja ebakindlate oludega toimetulekuks, aga ka selleks, et hinnata oma potentsiaali ja eesmärged tööl ning nende saavutamise viiside realistlikkust.

Enamik töötajaid ja kõik juhid nõustuvad, et jätkusuutlikkusele suunatud siseettevõtlike oskuste ja mõtteviisi arendamine on nende organisatsioonile kasulik. Parimaks koolitamise vormiks loetakse kogemuste jagamist koos juhtumite arutelu ja ülesannete lahendamisega; sobib ka distantsope, mida kombineeritakse kontaktõppega.

## **INTRODUCTION**

The survey on sustainability through intrapreneurship was conducted within 10 organizations with the participation of 1 manager and 4 employees from each respective organisation, i.e., 40 employees and 10 managers were participating in the survey.

Interviews about good practices - success stories about sustainable development of organizations through intrapreneurship were conducted in 3 organizations. For each success story, 1 representative of the management staff and 2 employees and a co-worker - member of the team, which implemented the intrapreneurial initiative were interviewed, i.e., 3 managers and 6 employees participated in the interviews.

The survey and interviews were conducted between January 25 and February 12, 2021; the questionnaires - in face-to-face or online contact, and interviews only in contact.

The following report consist 2 chapters: in fist chapter we analyse the results of survey of employees and employers and compare their assessments and meanings about intrapreneurship for sustainable development. In second chapter we describe three success stories from different business areas (construction, manufacturing and public sector) and from point of view of employees and employers.



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

### **1.1. Employees' survey findings**

#### **1.1.1. Survey participants' personal characteristics**

*Gender and age of respondents (Questions 1.2 and 1.3).* The questionnaire was answered by almost an equal number of women and men: 21 M and 19 F. Respondents up to 40 years of age were almost  $\frac{3}{4}$  (17 respondents in the 20-29 age group and 11 in the 30-39 age group). Almost a quarter of the respondents belonged to the 40-49 age group. There were only 3 respondents over the age of 50.

*Level of education (Question 1.4).* The predominant level of education is university level (15 participants) and then secondary school education (12 participants). 7 employees have post-graduated and 6 have a vocational education.

*Position / position in the organization (Question 1.5).* Almost a third of the respondents work as a middle-level specialist or chief specialist (IT - 6, quality -5, human resources, recruitment and training - 4, marketing and sales - 3, internal control- 3, accounting - 3, logistics - 1 employee). There were also 6 customer service representatives, 1 assistant and 8 workers.

#### **1.1.2. Characteristics of the survey participant's organisation**

*Activity sector (Question 11.1).* Manufacturing is represented among the respondents by 2 organizations: a large company and a medium-sized enterprise. From the field of construction and repair participated 2 small companies. Financial, service, healthcare, wholesale and retail trade, and media and entertainment were represented by 1 company.

*Present size / Number of employees (Question 11.2).* Half of the respondents are from large enterprises (over 250 employees; media, finance, manufacturing and services), 8 from medium-sized enterprises (100-249 employees; trade and production), 8 from small enterprises (10-49 employees; repair and construction) and 4 from micro-enterprise (1-9 employees; culture and entertainment)

*Years of establishment of enterprises (Question II.3).* All organizations are older than 5 years. Six (6) of 10 organizations were founded in the 1990s (1989-1997). Four (4) organizations have been established after the economic crisis of 2008. in 2008-2016.

*Locations of enterprises (Question II.4).* There are 4 companies from Tallinn, mainly larger or medium-sized organizations. 3 companies located in the vicinity of the capital Tallinn in Harju and Rapla counties and 3 companies are located in Eastern, Central and Southern Estonia.

### 1.1.3. Existing practices in the field of sustainability-oriented intrapreneurship (Questions III.1 – III.10)

Half of the respondents consider their organizations to be sustainability-oriented (n = 20), one third are not sure about it (n = 13) and one-seventh of the employees (n = 7) do not consider their organizations sustainability-oriented.

*The most important sustainability “driver’s”* for organisation’s related practices are potential impact on local / regional socioeconomic situation (n = 3,78) and compliance to environmental legislation (n=3,75). Impact on production costs was considered as the lowest impact driver.

*The initiative for making the practices and processes in organisation more sustainability-focused* shall take both together, the employer and employee - so thought 2/3 of employees (n=23). The dominating role shall take the employer by meaning of 11 person and only 2 of employees think, that the initiative shall take the employee himself.

That *intrapreneurially minded staff is itself involved in organisation’s sustainability related initiatives and practices* consider more than 1/2 of participant’s (n= 21); 1/3 are don’t know/ not sure (n=12) and 1/7 (n=7) answered, that employees themselves do not initiate themselves sustainability-oriented / sustainability-oriented activities in the organization.

*The potentially most achievable sustainable development goals* are for intrapreneurially minded staff in organisation’s 1) promoting decent work, full employment and economic growth (M= 3,9), 2) reducing inequality, promote well-being and boost social inclusion (M= 3,78) and 3) ensuring quality education and promoting lifelong learning (M=3,6). The hardest achievable goals are by meaning of employees’ ensure access to affordable and clean energy for all (M= 2,5) and organise action to combat climate change and global warming (M=2,65).

*What kind of employees’ characteristics may affect the sustainability orientation and initiatives of organisation:* 1) Sharing information, instructing others and influencing people (M= 3,48) and 2) Initiative, dynamic thinking, motivation and a can-do-mentality (M= 3,35). The employee’s unfortunately do not believe, that they can have strong impression on the organisation’s Management (M= 2,65)

*What kind of the organisational setting in opinion of employee's may encourage the introduction and implementation of sustainability-focused practices:* 1) organisation's open culture, in which employees are not afraid of sharing their ideas and internal structures to share, talk about and implement good ideas (M=3,93) and autonomy, encouraging employees to create independent solutions to challenges (M=3,25).

*Importance of different activities* for achieving a high level of sustainability orientation of organisations, if undertaken by employee's was considered almost equally: the highest rate have had "assessing one's own potential to innovate and add sustainability value" (M=3,93) and also "defending the merits of ones' intrapreneurial ideas and working with the organisation's management on sustainability issues" (M=3,8); "understanding the organisational context and its potential for sustainability-oriented development" (M=3,75) and "identification of sustainability-focused innovation opportunities and prospects using internal and external sources of ideas" (M=3,73).

*The presently existing level of the skills and competences, needed for implementation of the sustainable orientation activities* was considered equally in above activities: "Defending the merits of ones' intrapreneurial ideas and working with the organisation's management on sustainability issues" (M= 3,38) "Identification of sustainability-focused innovation opportunities and prospects using internal and external sources of ideas" (M=3,33) and "Provisional assessment of intrapreneurial initiatives' sustainability impact" (M=3,30). The lowest rate have had "Understanding the organisational context and its potential for sustainability-oriented development" (M=2,88).

*Using activities to improve the sustainability orientation* of organisation's was considered low: more than medium level only 2 of activities: "Assessing one's own potential to innovate and add "sustainability value" (M=2,55) and "Defending the merits of ones' intrapreneurial ideas and working with the organisation's management on sustainability issues" (M=2,53). The lowest rate have had again "Understanding the organisational context and its potential for sustainability-oriented development" (M=2,13)

*Employees' responses compare to employers' responses differ in following values:*

- *Importance* of understanding the organisational context and its potential for sustainability-oriented development assess employees a bit more, then employers. But formation and operation of intra-organisational intrapreneurship teams (or "Circles") for sustainability-focused development employees assess less, then employers.

- *Adequacy* of understanding the organisational context and its potential for sustainability-oriented development assess employees less then employers, as also "assessing one's own potential to innovate and add "sustainability value". Employees consider the presently existing

level of the skills and competences more, then employers in “formation and operation of intra-organisational intrapreneurship teams (or “Circles”) for sustainability-focused development” and in “Defending the merits of ones’ intrapreneurial ideas and working with the organisation’s management on sustainability issues”.

*Frequency* differs also in “understanding the organisational context and its potential for sustainability-oriented development”: employees assess it lower; as also “assessing one’s own potential to innovate and add “sustainability value”.

We can conclude, that employees need more support for understanding the organisational context and its potential for sustainability-oriented development” and for “assessing one’s own potential to innovate and add “sustainability value”.

#### 1.1.4. Upgrading employees’ and employers’ sustainability-oriented intrapreneurial skills and mindset – expression of interest and preferred types of training delivery modes (Questions IV.1 – IV.4)

*Interested in participating in a sustainability-focused intrapreneurship training course, that will be developed by the SINTRA project are 2/3 of participants of survey (n=27).*

*Most of employees agree, that upgrading sustainability-oriented intrapreneurial skills and mindset could benefit their organisation’s:* 1) 2/3 agree, that it will boost the capacity of the organisation to be more sustainability-focused in its day-to-day operations and the organisational model (M= 3, 68; 22 agree and 5 agree strongly, only 3 disagree); 2) the same amount, 2/ 3 agree, that it will lead to the introduction of sustainability-focused practices, processes and priorities within the organisation (M= 3,6; 18 agree and 6 agree strongly). 3) Half of participants on survey believe, that it will harness the potential that intrapreneurship within organisations has for achieving environmental, social and economic sustainability, (M= 3,4; 20 agree).

*The best way of delivering such a type of training programme* was considered assignments development and experience-sharing (M=3,95); suitable forms are also blended (face-to-face and online) learning and face-to-face training sessions (M=3,48).

Most of participants on survey do not see difficulties to participate in face-to-face training workshops (n= 33).

## 1.2. Employers' survey findings

### 1.2.1. Characteristics of the survey participant's organisation

*Activity sector (Question II.1).* Manufacturing is represented among the respondents by 2 organizations: a large company and a medium-sized enterprise. From the field of construction and repair participated 2 small companies. Financial, service, healthcare, wholesale and retail trade, and media and entertainment were represented by 1 company.

*Present size / Number of employees (Question II.2).* Half of the respondents are from large enterprises (over 250 employees; media, finance, manufacturing and services), 8 from medium-sized enterprises (100-249 employees; trade and production), 8 from small enterprises (10-49 employees; repair and construction) and 4 from micro-enterprise (1-9 employees; culture and entertainment)

*Years of establishment of enterprises (Question II.3).* All organizations are older than 5 years. Six (6) of ten organizations were founded in the 1989-1997, ie during the first decade after the independence of Estonia or immediately before this event. The time of establishment characterizes entrepreneurship among owners and founders, when suitable conditions for the external environment opened up. It can be assumed that entrepreneurship has become a part of the organizational culture in our companies, which is also passed on to managers. Four (4) of 10 organizations have been established after the economic crisis of 2008. in 2008-2016.

*Locations of enterprises (Question II.4).* There are 4 companies from Tallinn, mainly larger or medium-sized organizations. 3 companies located in the vicinity of the capital Tallinn in Harju and Rapla counties and 3 companies are located in Eastern, Central and Southern Estonia.

### 1.2.2. Existing practices in the field of sustainability-oriented intrapreneurship (Questions II.1 - II.10)

*The organization as a "sustainability driven" one* regard 6 of 10 employers; 4 are not sure yet.

*The most important sustainability "driver"* was considered potential impact on local / regional socioeconomic situation, second place take potential impact on local / regional labour force's development.

*Initiative for making the practices and processes in organisation more sustainability-focused* shall have both, employer and employees together by opinion of all 10 participants on survey.

*That intrapreneurially minded staff is itself involved in organisation's sustainability related initiatives and practices* - so believe 7 of 10 employers, (3 are not sure).

*The potentially most achievable sustainable development goal's* is for intrapreneurially minded staff in organisation's by opinion of employer the same as for employee's: promoting decent work, full employment and economic growth (M= 4,1), and 3) ensuring quality education and promoting lifelong learning (M=3,6). A bit more ten employees believe employers to promote sustainable industrialisation and foster innovation (M= 3,9). The hardest achievable goals are by meaning of employers is also same: ensure access to affordable and clean energy for all (M= 2,5) and organise action to combat climate change and global warming (M=2,6).

*What kind of employees' characteristics may affect the sustainability orientation and initiatives of organisation* by meaning of employers differ from meaning of employees: first place took "ability to deal with issues such as complexity and uncertainty" ( M=4,6), second was "dedication to one's goals at work and realistic view about the ways to achieve them (M= 4.5) and "initiative, dynamic thinking, motivation and a can-do-mentality (M=4,5 ) The last one is that same as for employees. The employers, as employee's unfortunately do not believe, that employees can have strong impression on the organisation's Management.

*What kind of the organisational setting in opinion of employee's may encourage the introduction and implementation of sustainability-focused practices* by meaning of employers do not differ also from meaning of employees: first place took "autonomy, encouraging employees to create independent solutions to challenges". But it seems that employers do not value the importance of organisation's open culture, in which employees are not afraid of sharing their ideas and internal structures to share, talk about and implement good ideas.

*Employers' responses compare to employees' responses differ in following values:*

*The most important activities* for achieving a high level of sustainability orientation of your organisation, if undertaken by the employees on organisations have had for employers: Assessing one's own potential to innovate and add "sustainability value" (M=4.1) and "understanding the organisational context and its potential for sustainability-oriented development" (M= 4.0). Comparing with employees employers undervalue underestimate importance of "Identification of sustainability-focused innovation opportunities and prospects using internal and external sources of ideas" and overvalue importance of "formation and operation of intra-organisational intrapreneurship teams (or "Circles") for sustainability-focused development".

*Adequately developed skills and competences*, needed for implementation of activities are for employers "Assessing one's own potential to innovate and add "sustainability value" as also for

employees. Employers undervalue the employees' skills and competences for "formation and operation of intra-organisational intrapreneurship teams (or "Circles") for sustainability-focused development" and about "defending the merits of ones' intrapreneurial ideas and working with the organisation's management on sustainability issues".

*The most often practised activities* while trying to improve the sustainability orientation of organisation was again "assessing one's own potential to innovate and add "sustainability value" by employees. Rarely the employees' "format and operate of intra-organisational intrapreneurship teams (or "Circles") for sustainability-focused development".

**1.2.3. Upgrading employees' and employers' sustainability-oriented intrapreneurial skills and mindset – expression of interest and preferred types of training delivery modes (Questions III.1 – III.4)**

*Being involved, together with a group of employees* from their organisation, in a sustainability-focused intrapreneurship training course are interested 7 of 10 employers. They agree and believe an, that training program will "lead to the introduction of sustainability-focused practices, processes and priorities within the organisation (M= 3,9).

*The best way of delivering* such a type of training programme is for employers as for employees "assignments development and experience-sharing" or blended (face-to-face and online) learning. 2 of 10 considered it difficult to participate in face-to-face training workshops.

## **CHAPTER 2. SUSTAINABILITY THROUGH INTRAPRENEURSHIP IN ESTONIA – SUCCESS STORIES’ IN-DEPTH INTERVIEWS FINDINGS**

### **2.1. Employees’ in-depth interviews findings**

#### **2.1.1. Survey participants’ personal characteristics (Questions I.1 – I.5)**

The interviews were attended by two women aged 30-39, an office manager with university education and an accountant with post- graduated education, and 4 men: two electrical engineers with university education and one regional police officer aged 30-39 and one regional police officer aged 40-49 with university education.

#### **2.1.2. Characteristics of the survey participant’s organisation (Questions II.1 – II.4)**

Small construction company (10-49 employees), located in Tallinn, established in 2011. Medium-sized manufacturing company (200-249 employees), located in Keila, established in 2005. Large public sector organization (over 250 employees), interviewed police officers working in Tallinn; the organization was founded in 1918.

#### **2.1.3. Success stories in the field of sustainability-oriented intrapreneurship (Questions III.1 - III.6)**

##### *Construction company*

Intrapreneurship is necessary to grow as a company and be competitive among other construction companies. Among the employees there are generators, developers and implementers of ideas. The goal is sustainable development in a society, where everyone would have better possibilities. Compliance with environmental legislation is ensured by the prescriptions given in ISO standards.

The beginning of good practices: one employee initiated the idea to start sorting garbage in the office and collecting separate packaging, coffee grounds, cardboard, bio-waste, plastic bottles and batteries. At present, all employees sort waste in the company's office, and continue to think together on how waste sorting can be organized even better in the future.

The principles that encourage employees to be intrapreneurial are openness, trust, helpfulness (excerpt from the interview):

- *“People are open to talk and share their ideas to make the organization better.*
- *An organization with a reliable atmosphere has a higher work capacity*



- *Highlighting strengthens empowers and encourages initiatives to deliver new ideas”*

Employees rated their current skills and competencies in the field of sustainability as moderately good and agreed that there is definitely more to learn: they need more training in strategy and in development of creative thinking.

### *Manufacturing plant*

Sustainability-oriented activities are linked to ISO14001 certification, which demonstrates a commitment to reducing environmental impact based on international best practice. This activity has been initiated by the Management Board. In addition, the company itself and its team leaders have initiated a number of different sustainability-oriented activities to reduce material and labor time and to simplify work methods. The company conducts in-house trainings, where people from different specialties introduce their topics to other employees.

Sustainability is ensured in three views

- Environmental view: Renewable energy production (solar panels), waste sorting, paperless document management, optimization of material consumption in products
- Customer perspective: development of new products for renewable energy production projects based on customer needs and customer satisfaction research path
- Employee view: work flexibility (home office option) and motivation package with additional holidays, health days, sport compensations, healthy food, work clothes; and also training and development activities for employees)

Intrapreneurship started from the need of simplification and standardization the product. *“The main motives were the reduction of material consumption and working time; the primary reason was financial, but it also led to an environmental victory. The introduction of new solutions and working methods initially provoked opposition, and the results deteriorated. However, further efforts were made to achieve significant time and material gains: the product was redesigned, new techniques and tools were introduced, the first production was carried out according to a new plan, and then both the product and the techniques were adjusted. It gave the participants of the project experience how to produce more sustainably in the future with relatively simple techniques, and the following beginnings became easier.”* (By the explanation of two employees)

Employees participate in intrapreneurship in several ways: They participate in preparation of development plans. Various development projects are launched, aimed at both – from product development and from improving customer satisfaction. Customer feedback is developed, and improvements are made, based on it.

Employee initiative and achievements are rewarded through a bonus system. In-house developmental trainings are offered and conducted for gathering intrapreneurial ideas.

Mindset characteristics and traits that help to be intrapreneur include: desire to develop products using more modern and sustainable solutions, desire to develop new ways to increase sustainability and desire to offer a better solution to the customer: the customer is directed to the optimal solution for him, which increases the company's reputation.

Organizational characteristics and operating principles that encourage entrepreneurship are reflected in the company's values:

- Development: being receptive and innovative; new solutions are welcome.
- Cooperation and supportive relationship climate: colleagues' opinions are heard, considered, and taken into account. It is also daring to give responsibility to a new person in this field.
- Reliability: the quality important. A flexible approach to the various issues that arise and the potential obstacles.

### *Police Agency*

The agency supports intrapreneurship and contributes in every way if quick and suitable solutions. The employees are ready to share their experience with others. They do not wait for organizational changes from managers, but as practitioners they look for ways to be more effective in performing their duties, as well as in raising and maintaining work-related competencies. For this purpose, for example, thematic days are initiated by the employees themselves, characterized by the slogan: *"Together we are smarter. Share our skills, the group's sense of unity improves"*.

To ensure environmental sustainability, it has joined the Green Tiger program, which aims to reduce paper waste and encourage the use of digital solutions; Digital clean-up days are organized to reduce the unnecessary files.

According to the interviewees, the communication skills need to be constantly improved; they are never enough, and training is only beneficial.

The above is necessary, but not yet sufficient: *"Sustainability means for my - leaving the next generation at least as good an environment or even better. I don't think these activities guarantee ecological sustainability. We need much more environmental education"*, commented one of employees.

## **2.2. Employers' in-depth interviews findings**

### 2.2.1. Characteristics of the survey participant's organisation (Questions I.1 – I.4)

Small construction company (10-49 employees), located in Tallinn, established in 2011. Medium-sized manufacturing company (200-249 employees), located in Keila, established in 2005. Large public sector organization (over 250 employees), police workplaces are located all over Estonia according to the population density in the region; the organization was founded in 1918. organization was founded in 1918.

### 2.2.2. Success stories in the field of sustainability-oriented intrapreneurship (Questions II.1-II.6)

#### *Construction company*

Social sustainability is in the focus. The aim is to ensure equal treatment of all employees' and to give people the opportunity to express their views. Employees' open communication, creativity, ingenuity, and willingness to cooperate in finding solutions are encouraged. Questions are asked about how well-being of employees in the workplace could be improved, and together they try to find answers. Employees have initiated processes themselves to make the company more sustainable. It has been reminded that people are equal, and everyone should be treated politely.

To ensure ecological sustainability, one employee has come up with a proposal for sorting waste - batteries, plastic bottles, cardboard. The main motive was to think about the next generations. It has now been achieved that everyone sorts waste. The goal is to ensure a quality of life for present and future generations. For example, the air conditioner is turned off at night and the lights in the office are turned off when people leave the office.

Intrapreneurship is highly anticipated: internal rules and procedures to support it have been negotiated and agreed with employees. The manager wants to be a facilitator, who creates an environment, suitable for employees to innovate, helps to adapt work to people and tries to be an open and trusting communicator.

The manager evaluates the skills and competencies of the employees on average as good. Staff training could be provided to develop creative thinking.

#### *Manufacturing plant*

The task of each field leader has been to ensure sustainability and development in his or her field. This is done for both – for organization in general and for each employee individually.

People are aware of the concerns of society as a whole and value saving, reducing waste, preserving the environment and developing it.

Reduction of environmental impacts: The company is ISO14001 certified, according to which it focuses on Improving processes to reduce wastage (excessive consumption of materials and packaging, inefficient use of labor resources). As a result of the company's activities, the development of renewable energy is emphasized.

Economic sustainability is ensured through the design of solutions for new business opportunities. Engineers have made a skills matrix and periodically audit which employees are competent in what activities. This highlights the need to develop certain skills. The need for such reviews was due to the situation, when it became clear, that there was no overview of what someone is capable of and how to replace each other during the holiday period. Based on this, people began to be assigned tasks to develop certain competencies or activities. If necessary, through practical treatment, sometimes through training. Employees were able to deal with new tasks.

The company values employees and their development. More and more opportunities are offered to ensure flexibility, self-development through training, professional development and career within organization.

Three behaviors, that support intrapreneurship, are (by excerpt from an interview with a manager):

- *„Playing through future scenarios - what can happen and how you need to be prepared for it.*
- *Enabling and encouraging independence on a "throw in" basis and providing support for that. Support that the employee gets from manager, can help ending the activity with a positive emotion.*
- *Be open and tell people what you plan and why. Then they will understand the big picture better.”*

According to the manager, employees are encouraged to engage in intrapreneurship, decision-making and have freedom of choices (by excerpt from an interview with the manager):

- *“When an employee is involved, he or she develops additional motivation and sees that his or her decision and opinion are important.*
- *Giving an employee decision-making power reassures them that tells that they are important for the company.*
- *The employee has the right to use different approaches in his work and there is not only one specific path and way to reach result. The process of reaching a result is not predetermined.*

*Teams are made up of people with different personal qualities. Certain team members have the qualities needed for intrapreneurship: they are not afraid of failing and can take over leadership. Who is assigned what tasks and responsibilities depends on the employees' ability. I have given assignments, where expectations have been too high for this person. In this case, mutual communication and feedback is helpful. The desire of employees to develop and the company's ability to offer development opportunities is forward-looking. The company will continue to increase the internal motivation of its employees and strengthen their competencies".*

### *Police Agency*

Organization supports innovation and people are encouraged to invent and pilot innovations that are "sold" to other departments after measuring performance. Initiatives come from both - managers and subordinates. An innovation department has been set up whose main task is to find solutions to major problems. The developmental programs are for example "Peace of Mind", the "Trust Zone", etc)

Social sustainability is the focus; for example, the innovation department includes an andragogue to better understand the nature of adults and to find a 're-education method' that suits them.

Intrapreneurship began with the need to regulate the enlarged workload (by excerpt from an interview with the manager): *„The work so far was divided into smaller sub-sections and a structural change was made: That change immediately began to show a positive result due to the shortening of procedural deadlines, and today the change has clearly justified itself, and other departments have shown interest in carrying out a similar structural change. The change has increased the motivation of employees and faster processing of cases has reduced the amount of materials on the tables. A shorter procedural deadline is important for the victim, the perpetrator and the officials themselves. "*

The guiding principle of the activities of police officers - "Wise and quick help; the victim must not be re-victimized by officials" helps to ensure social sustainability:

The principles that support internal entrepreneurship are related to prevention. The organization emphasizes: *"The safer the streets and homes, the lower the procedural workload Staff turnover and risk of burnout's are reduced."*

Most officials are receptive to innovation and willing to experiment. Test groups will include officials with sufficient interest and skills, and practitioners will be preferred to theorists. The skills and competencies of police officers are adequate, but periodic 'ventilation' is needed, as years of dealing with difficult cases can increase the risk of burnout, which in turn reduces intrapreneurship.

## **CONCLUDING REMARKS**

Nearly a quarter of respondents had previously been exposed to sustainability and sustainable development issues in their organizations; they also had no difficulty answering the questionnaire. Organizations that had so far dealt less with these issues and criticized the wording of the questionnaire. It was also found that sustainability-oriented in-house intrapreneurship can emerge on the initiative of employees as an internal initiative and as specific sustainability-promoting activities. There were almost a third of such organizations.

Respondents with university and master's degrees were more willing to fill in the questionnaire. They added comments and gladly discussed the perspectives of sustainable development. They were better able to relate sustainability initiatives to the context of intrapreneurship. Employees with a lower level of education (secondary school) had difficulty answering the questionnaire. It was needed the explanation of concepts of sustainable development and intrapreneurship and adding examples to some of the questions before they could answer and relate the questions with the topics of their work. The questionnaire was more understandable to key employees and experts who have had more contacts with the management of the organization. The topic was more motivating for newcomers – new employees and managers.

Based on the previous criticism, we recommend the following:

SINTRA IO2 training materials shall be written in somewhat simpler and less bureaucratic language so that they can be understood by lower educational level employees. Training material shall include cases and tasks for both - personal work and group work; and both- in the classroom and between contact learning periods, for example in the style of PBL assignments and as mutual tutoring and covisions.

SINTRA (IO3) e-Learning Platform: data collection and data analysis through questionnaires and interviews, as well as exercises and discussions, shall require appropriate e-learning platforms that can be easily completed by the participants themselves. The processing of questionnaires and interviews could already be programmed. The platform for learning materials and discussion could be similar to the Moodle, for example and also so, that it can be used for in-house training in organizations, where trainers and supervisors have their own staff and managers.

The SINTRA IO4 Open Innovation Toolkit for Sustainability-focused Intrapreneurship could consist of an e-book that brings together the general and comparative results of IO1 across countries and IO2 best practices and new findings in Trainings.

## ANNEXES

### Annex A. Selected SINTRA gap analysis survey results

Field research - Table of survey responses -	<u>EMPLOYEES</u>	<u>EMPLOYERS</u>
<i>Survey question:</i>		
I.1. Country of origin	<i>Estonia</i>	<i>Estonia</i>
I.2. Gender	M-21 F-19	
I.3. Age	20-29_ 17 30-39_ 11 40-49_ 9 50 ..._ 3	
I.4. Education	Secondary_12 Vocational_6 University_15 Post.graduate_ 7	
I.5. Position		
II.1. Activity sector		
II.2 Year of establishment	1989-1997_ 6 2008-2016_ 4	1989-1997_ 6 2008-2016_ 4
II.3. Location (region)	Tallinn 4 Harju and Rapla 4 East and South- Estonia 3	Tallinn 4 Harju and Rapla 4 East and South- Estonia 3
II.4. Present size (number of employees)	1-9_ 1 10-49_ 2 100-249_ 2 250+ ...5	1-9_ 1 10-49_ 2 100-249_ 2 250+ ...5
III.1. Do you regard your organisation, as a “sustainability driven” one?	Yes-20 No-3 Not sure -13	Yes-6 NO-0 Not sure-4
III.2. For EACH of the sustainability “drivers” below, indicate how IMPORTANT you consider them to be for your organisation’s related practices? (1 = Very low Importance; 2 = Low importance; 3 = Neutral; 4 = High importance; 5 = Very high importance)	M	M

1. Compliance to environmental legislation	3,75	3,9
2. Impact on production costs	3.3	4,2
3. Demonstration of Corporate Responsibility	3,7	4,1
4. Potential impact on local / regional socioeconomic situation	3,78	4,3
5. Potential impact on local / regional labour force's development	3.65	4,2
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 -11 Employees-2 Both- 27	Both - 10
III.4 Do you consider that intrapreneurially minded staff is itself involved in your organisation's sustainability related initiatives and practices?	Yes - 21 No - 7 Not sure-12	Yes – 7 Not sure-3
III.5. For EACH of the sustainable development goals below, indicate what POTENTIAL intrapreneurially minded staff in your organisation have for achieving a sustainability related effect? (1 = Very low potential; 2 = Low potential; 3 = Neutral; 4 = High potential; 5 = Very high potential)	M	M
1. Reduce inequality, promote well-being and boost social inclusion	3,78	3.7
2. Ensure quality education and promote lifelong learning	3,6	3.8
3. Guarantee justice and build effective institutions	3,33	3,5
4. Promote sustainable industrialisation and foster innovation	3,43	3,9
5. Ensure responsible consumption and production	3,43	3,5
6. Promote decent work, full employment and economic growth	3,9	4,1
7. Ensure access to affordable and clean energy for all	2,5	2,5
8. Organise action to combat climate change and global warming	2.65	2,6
9. Make cities and communities inclusive, safe and sustainable	2.85	2,8
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? (1 = Very weakly; 2 = Weakly; 3 = Neutral; 4 = Strongly; 5 = Very strongly)	M	M
1. Initiative, dynamic thinking, motivation and a can-do-mentality	3,35	4,5
2. Knowledge about corporate culture and management structure	2,95	3,8
3. Ability to make a strong impression on the organisation's Management	2,65	3,4



4. Dedication to one's goals at work and realistic view about the ways to achieve them	3,05	4,5
5. Ability to deal with issues such as complexity and uncertainty	3,2	4,6
6. Sharing information, instructing others and influencing people	3,48	4,2
III.7. For EACH of the organisational settings 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: (1 = To very low extent; 2 = To low extent; 3 = Neutral; 4 = To high extent; 5 = To very high extent)	M	M
1. Organisation's open culture, in which employees are not afraid of sharing their ideas and internal structures to share, talk about and implement good ideas	3,93	3,7
2. Autonomy, encouraging employees to create independent solutions to challenges	3,25	4,2
3. Quick access to resources, enabling employees to validate their new ideas quickly	2,85	3,9
4. Incentives introduced by the organisation's Management for employees to propose new ideas	2,55	2,7
5. Open exchange of ideas within the organisation, as well as with external experts, and usage of efficient tools such as "Ideas Exchange Platforms"	2,48	3,2
6. Decentralised structure, where managers delegate decisions to the lowest possible level to ensure that they are made by those with the most knowledge	2,63	3,8
IV.1. Would you be interested in participating in a sustainability-focused intrapreneurship training course, that will be developed by the SINTRA project?	Yes – 27 No- 13	Yes- 7 No – 3
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)? (1 = Strongly disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly agree)	M	M
1. It will boost the capacity of the organisation to be more sustainability-focused in its day-to-day operations and the organisational model	3,68	3,7
2. It will lead to the introduction of sustainability-focused practices, processes and priorities within the organisation	3,6	3,9
3. It will harness the potential that intrapreneurship within organisations has for achieving environmental, social and economic sustainability	3,45	3,7

IV.3. Which do you consider to be the best way of delivering such a type of training programme? (1 = Not preferred, 2 = Low preference, 3 = Moderate preference, 4 = High preference, 5 = Very high preference)	M	M
1. Self-learning	2,53	2,8
2. Face-to-face training sessions	3,48	3,7
3. Distant / online learning	2,8	3,1
4. Blended (face-to-face and online) learning	3,48	3,9
5. Assignments development and experience-sharing	3,95	4.0
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?	No -33 Yes -7	No-8 Yes-2

## 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)*

	<b>SINTRA 'importance' indicators' value</b>	
	Employees' responses	Employers' responses
<u>1.</u> Understanding the organisational context and its potential for sustainability-oriented development	3,75	4
<u>2.</u> Assessing one's own potential to innovate and add "sustainability value"	3,93	4,1
<u>3.</u> Identification of sustainability-focused innovation opportunities and prospects using internal and external sources of ideas	3,73	3,6
<u>4.</u> Provisional assessment of intrapreneurial initiatives' sustainability impact	3,65	3,7
<u>5.</u> Formation and operation of intra-organisational intrapreneurship teams (or "Circles") for sustainability-focused development	3,48	3,8
<u>6.</u> Defending the merits of ones' intrapreneurial ideas and working with the organisation's management on sustainability issues	3,8	3,8

**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)

	<b>SINTRA 'adequacy' indicators' value</b>	
	Employees' responses	Employers' responses
<u>1.</u> Understanding the organisational context and its potential for sustainability-oriented development	2,9	3,4
<u>2.</u> Assessing one's own potential to innovate and add "sustainability value"	3,35	3,8
<u>3.</u> Identification of sustainability-focused innovation opportunities and prospects using internal and external sources of ideas	3,03	3,2
<u>4.</u> Provisional assessment of intrapreneurial initiatives' sustainability impact	3,3	3,3
<u>5.</u> Formation and operation of intra-organisational intrapreneurship teams (or "Circles") for sustainability-focused development	3,18	2,9
<u>6.</u> Defending the merits of ones' intrapreneurial ideas and working with the organisation's management on sustainability issues	3,38	3,1

**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)

	<b>SINTRA 'frequency' indicators' value</b>	
	Employees' responses	Employers' responses
<u>1.</u> Understanding the organisational context and its potential for sustainability-oriented development	2,13	2,6
<u>2.</u> Assessing one's own potential to innovate and add "sustainability value"	2,55	3,1
<u>3.</u> Identification of sustainability-focused innovation	2,48	2,8

opportunities and prospects using internal and external sources of ideas		
<u>4.</u> Provisional assessment of intrapreneurial initiatives' sustainability impact	2,48	2,8
<u>5.</u> Formation and operation of intra-organisational intrapreneurship teams (or "Circles") for sustainability-focused development	2,33	2,3
<u>6.</u> Defending the merits of ones' intrapreneurial ideas and working with the organisation's management on sustainability issues	2,53	2,4

## Annex C. SINTRA survey questionnaires in English and in Estonian

### SUSTAINABILITY THROUGH INTRAPRENEURSHIP GOOD PRACTICES AND GAP ANALYSIS

#### **SINTRA EMPLOYEES' SURVEY QUESTIONNAIRE**

SINTRA – Achieving Sustainability through INTRAprenueurship, is a 2-year Erasmus+ project (KA2: Strategic Partnerships for adult education) designed to provide an integrated support, tailored to the needs of organisations for the development of intrapreneurship-related skills, competences and attitudes among both employees and employers for improving the organisations' activities related to environmental, social and economic sustainability.

*Sustainability* in business generally refers to the effect the organisation's policies and practices have on the environment and the society. It is also well connected with the viability and competitiveness of the organisation itself. *Intrapreneurship* is the practice of an established organisation's employees adopting entrepreneurial behaviours towards the achievement of innovative products or services.

SINTRA project develops tailor-made and innovative training resources and tools, targeted at sustainability-focused intrapreneurship support of organisations in the Business, Civil or Government sector across Europe.

This Survey is being undertaken in order to identify relevant practices and success stories in the field of sustainability-oriented intrapreneurship in organisations, as well as existing gaps in the organisational settings and employees' intrapreneurial mindset. The results of the Survey will be used to guide the SINTRA partnership in designing training material for development of intrapreneurial skills and mindset among employers and employees in organisations for the support of environmental / social / economic sustainability therein. The Survey respondents' identity will remain strictly CONFIDENTIAL.

***Please, mark with an 'X' your responses to the closed-ended questions below and return the completed questionnaire to: Taimi Elenurm, [taimi.elenurm@mail.ee](mailto:taimi.elenurm@mail.ee)***

#### **SECTION I. PERSONAL CHARACTERISTICS**

##### **I.1. Country of origin:**

<input type="checkbox"/>	<u>1.</u> Bulgaria	<input type="checkbox"/>	<u>2.</u> Croatia	<input type="checkbox"/>	<u>3.</u> Estonia
<input type="checkbox"/>	<u>4.</u> Greece	<input type="checkbox"/>	<u>5.</u> Iceland	<input type="checkbox"/>	<u>6.</u> Portugal

##### **I.2. Gender:**

<input type="checkbox"/>	<u>1.</u> Male	<input type="checkbox"/>	<u>2.</u> Female
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**I.3. Age – select one of the ranges below:**

<input type="checkbox"/>	<u>1.</u> 20-29	<input type="checkbox"/>	<u>2.</u> 30-39	<input type="checkbox"/>	<u>3.</u> 40-49	<input type="checkbox"/>	<u>4.</u> 50-59	<input type="checkbox"/>	<u>5.</u> 60+
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**I.4. Education – select highest level of educational attainment:**

<input type="checkbox"/>	<u>1.</u> Secondary School	<input type="checkbox"/>	<u>2.</u> Vocational Education and Training
<input type="checkbox"/>	<u>3.</u> University Level	<input type="checkbox"/>	<u>4.</u> Post-graduate Level

**I.5. Position in the organisation (please, enter in the box below):**

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**SECTION II. CHARACTERISTICS OF THE SURVEY PARTICIPANT'S ORGANISATION**

**II.1. Activity sector:**

<input type="checkbox"/>	<u>1.</u> Real estate, renting and business activity
<input type="checkbox"/>	<u>2.</u> Construction
<input type="checkbox"/>	<u>3.</u> Wholesale and retail trade, repairs
<input type="checkbox"/>	<u>4.</u> Transport, storage & communication
<input type="checkbox"/>	<u>5.</u> Other community, social and personal service activities
<input type="checkbox"/>	<u>6.</u> Manufacturing
<input type="checkbox"/>	<u>7.</u> Agriculture, hunting & forestry
<input type="checkbox"/>	<u>8.</u> Fishery
<input type="checkbox"/>	<u>9.</u> Education
<input type="checkbox"/>	<u>10.</u> Tourism, incl. hotels and restaurants
<input type="checkbox"/>	<u>11.</u> Health and social work
<input type="checkbox"/>	<u>12.</u> Financial intermediation
<input type="checkbox"/>	<u>13.</u> Information and communication technologies
<input type="checkbox"/>	<u>14.</u> Non-government sector
<input type="checkbox"/>	<u>15.</u> Public sector
<input type="checkbox"/>	<u>16.</u> Other

II.2 Year of establishment (please, enter in the box below):

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II.3. Location (please, enter the REGION where the organisation you work for is seated):

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II.4. Present size (number of employees):

<input type="checkbox"/>	<u>1.</u> 1-9	<input type="checkbox"/>	<u>2.</u> 10-49	<input type="checkbox"/>	<u>3.</u> 50-99	<input type="checkbox"/>	<u>4.</u> 100-249	<input type="checkbox"/>	<u>5.</u> 250+
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### **SECTION III. EXISTING PRACTICES IN THE FIELD OF SUSTAINABILITY-ORIENTED INTRAPRENEURSHIP**

III.1. Do you regard your organisation, as a “sustainability driven” one?

<input type="checkbox"/>	<u>1.</u> Yes	<input type="checkbox"/>	<u>2.</u> No	<input type="checkbox"/>	<u>3.</u> Not sure
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III.2. For EACH of the sustainability “drivers” below, indicate how IMPORTANT you consider them to be for your organisation’s related practices?

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

	1	2	3	4	5
<u>1.</u> Compliance to environmental legislation					
<u>2.</u> Impact on production costs					
<u>3.</u> Demonstration of Corporate Responsibility					
<u>4.</u> Potential impact on local / regional socioeconomic situation					
<u>5.</u> Potential impact on local / regional labour force’s development					

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)?

<input type="checkbox"/>	<u>1.</u> Employers/managers	<input type="checkbox"/>	<u>2.</u> Employees
<input type="checkbox"/>	<u>3.</u> Both	<input type="checkbox"/>	<u>4.</u> Neither



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

<input type="checkbox"/>	<u>1.</u> Yes	<input type="checkbox"/>	<u>2.</u> No	<input type="checkbox"/>	<u>3.</u> Not sure
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**III.5. For EACH of the sustainable development goals below, indicate what POTENTIAL intrapreneurially minded staff in your organisation have for achieving a sustainability related effect?**

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

	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<u>1.</u> Reduce inequality, promote well-being and boost social inclusion					
<u>2.</u> Ensure quality education and promote lifelong learning					
<u>3.</u> Guarantee justice and build effective institutions					
<u>4.</u> Promote sustainable industrialisation and foster innovation					
<u>5.</u> Ensure responsible consumption and production					
<u>6.</u> Promote decent work, full employment and economic growth					
<u>7.</u> Ensure access to affordable and clean energy for all					
<u>8.</u> Organise action to combat climate change and global warming					
<u>9.</u> Make cities and communities inclusive, safe and sustainable					

**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?**

**(1 = Very weakly; 2 = Weakly; 3 = Neutral; 4 = Strongly; 5 = Very strongly)**

	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<u>1.</u> Initiative, dynamic thinking, motivation and a can-do-mentality					
<u>2.</u> Knowledge about corporate culture and management structure					
<u>3.</u> Ability to make a strong impression on the organisation's Management					
<u>4.</u> Dedication to one's goals at work and realistic view about the ways to achieve them					
<u>5.</u> Ability to deal with issues such as complexity and uncertainty					
<u>6.</u> Sharing information, instructing others and influencing people					

**III.7. For EACH of the organisational settings 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:**

**(1 = To very low extent; 2 = To low extent; 3 = Neutral; 4 = To high extent; 5 = To very high extent)**

	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<u>1.</u> Organisation's open culture, in which employees are not afraid of sharing their ideas and internal structures to share, talk about and implement good ideas					
<u>2.</u> Autonomy, encouraging employees to create independent solutions to challenges					
<u>3.</u> Quick access to resources, enabling employees to validate their new ideas quickly					
<u>4.</u> Incentives introduced by the organisation's Management for employees to propose new ideas					
<u>5.</u> Open exchange of ideas within the organisation, as well as with external experts, and usage of efficient tools such as "Ideas Exchange Platforms"					
<u>6.</u> Decentralised structure, where managers delegate decisions to the lowest possible level to ensure that they are made by those with the most knowledge					

**III.8. 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:**

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

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

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

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

**III.10. Indicate how often you and/or your colleagues 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)**

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

**SECTION IV. UPGRADING EMPLOYEES' AND EMPLOYERS' SUSTAINABILITY-ORIENTED INTRAPRENEURIAL SKILLS AND MINDSET – EXPRESSION OF INTEREST AND PREFERRED TYPES OF TRAINING DELIVERY MODES**

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

<input type="checkbox"/>	<u>1.</u> Yes	<input type="checkbox"/>	<u>2.</u> No
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**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)?**

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

	1	2	3	4	5
<u>1.</u> It will boost the capacity of the organisation to be more sustainability-focused in its day-to-day operations and the organisational model					
<u>2.</u> It will lead to the introduction of sustainability-focused practices, processes and priorities within the organisation					
<u>3.</u> It will harness the potential that intrapreneurship within organisations has for achieving environmental, social and economic sustainability					

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

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

	1	2	3	4	5
<u>1.</u> Self-learning					
<u>2.</u> Face-to-face training sessions					
<u>3.</u> Distant / online learning					
<u>4.</u> Blended (face-to-face and online) learning					
<u>5.</u> Assignments development and experience-sharing					

**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?**

<input type="checkbox"/>	<u>1.</u> Yes	<input type="checkbox"/>	<u>2.</u> No
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**Thank you for taking the time to complete this questionnaire!**

*Your contribution is highly appreciated!*

The European Commission's support for the production of this communication does not constitute an endorsement of the contents, which reflect the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

## **SUSTAINABILITY THROUGH INTRAPRENEURSHIP GOOD PRACTICES AND GAP ANALYSIS**

### **SINTRA EMPLOYERS'/MANAGERS' SURVEY QUESTIONNAIRE**

SINTRA – Achieving Sustainability through INTRAprenurship, is a 2-year Erasmus+ project (KA2: Strategic Partnerships for adult education) designed to provide an integrated support, tailored to the needs of organisations for the development of intrapreneurship-related skills, competences and attitudes among both employees and employers for improving the organisations' activities related to environmental, social and economic sustainability.

*Sustainability* in business generally refers to the effect the organisation's policies and practices have on the environment and the society. It is also well connected with the viability and competitiveness of the organisation itself. *Intrapreneurship* is the practice of an established organisation's employees adopting entrepreneurial behaviours towards the achievement of innovative products or services.

SINTRA project develops tailor-made and innovative training resources and tools, targeted at sustainability-focused intrapreneurship support of organisations in the Business, Civil or Government sector across Europe.

This Survey is being undertaken in order to identify relevant practices and success stories in the field of sustainability-oriented intrapreneurship in organisations, as well as existing gaps in the organisational settings and employers' intrapreneurial mindset. The results of the Survey will be used to guide the SINTRA partnership in designing training material for development of intrapreneurial skills and mindset among employees and employers in organisations for the support of environmental / social / economic sustainability therein. The Survey respondents' identity will remain strictly CONFIDENTIAL.

***Please, mark with an 'X' your responses to the closed-ended questions below and return the completed questionnaire to: Taimi Elenurm; [taimi.elenurm@mail.ee](mailto:taimi.elenurm@mail.ee)***

#### **SECTION I. CHARACTERISTICS OF THE SURVEY PARTICIPANT'S ORGANISATION**

##### **I.1. Activity sector:**

<input type="checkbox"/>	<u>1.</u> Real estate, renting and business activity
<input type="checkbox"/>	<u>2.</u> Construction
<input type="checkbox"/>	<u>3.</u> Wholesale and retail trade, repairs
<input type="checkbox"/>	<u>4.</u> Transport, storage & communication
<input type="checkbox"/>	<u>5.</u> Other community, social and personal service activities

<input type="checkbox"/>	<u>6.</u> Manufacturing
<input type="checkbox"/>	<u>7.</u> Agriculture, hunting & forestry
<input type="checkbox"/>	<u>8.</u> Fishery
<input type="checkbox"/>	<u>9.</u> Education
<input type="checkbox"/>	<u>10.</u> Tourism, incl. hotels and restaurants
<input type="checkbox"/>	<u>11.</u> Health and social work
<input type="checkbox"/>	<u>12.</u> Financial intermediation
<input type="checkbox"/>	<u>13.</u> Information and communication technologies
<input type="checkbox"/>	<u>14.</u> Non-government sector
<input type="checkbox"/>	<u>15.</u> Public sector
<input type="checkbox"/>	<u>16.</u> Other

**I.2 Year of establishment (please, enter in the box below):**

**I.3. Location (please, enter the REGION where the organisation you work for is seated):**

**I.4. Present size (number of employees):**

<input type="checkbox"/>	<u>1.</u> 1-9	<input type="checkbox"/>	<u>2.</u> 10-49	<input type="checkbox"/>	<u>3.</u> 50-99	<input type="checkbox"/>	<u>4.</u> 100-249	<input type="checkbox"/>	<u>5.</u> 250+
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## **SECTION II. EXISTING PRACTICES IN THE FIELD OF SUSTAINABILITY-ORIENTED INTRAPRENEURSHIP**

**II.1. Do you regard your organisation, as a “sustainability driven” one?**

<input type="checkbox"/>	<u>1.</u> Yes	<input type="checkbox"/>	<u>2.</u> No	<input type="checkbox"/>	<u>3.</u> Not sure
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**II.2. For EACH of the sustainability “drivers” below, indicate how IMPORTANT you consider them to be for your organisation’s related practices?**

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

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

**II.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)?**

<input type="checkbox"/>	1. Employers/managers	<input type="checkbox"/>	2. Employees
<input type="checkbox"/>	3. Both	<input type="checkbox"/>	4. Neither

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

<input type="checkbox"/>	1. Yes	<input type="checkbox"/>	2. No	<input type="checkbox"/>	3. Not sure
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**II.5. For EACH of the sustainable development goals below, indicate what POTENTIAL intrapreneurially minded staff in your organisation has for achieving a sustainability related effect?**

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

	1	2	3	4	5
1. Reduce inequality, promote well-being and boost social inclusion					
2. Ensure quality education and promote lifelong learning					
3. Guarantee justice and build effective institutions					
4. Promote sustainable industrialisation and foster innovation					
5. Ensure responsible consumption and production					
6. Promote decent work, full employment and economic growth					
7. Ensure access to affordable and clean energy for all					
8. Organise action to combat climate change and global warming					
9. Make cities and communities inclusive, safe and sustainable					

**II.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?**

**(1 = Very weakly; 2 = Weakly; 3 = Neutral; 4 = Strongly; 5 = Very strongly)**

	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<u>1.</u> Initiative, dynamic thinking, motivation and a can-do-mentality					
<u>2.</u> Knowledge about corporate culture and management structure					
<u>3.</u> Ability to make a strong impression on the organisation's Management					
<u>4.</u> Dedication to one's goals at work and realistic view about the ways to achieve them					
<u>5.</u> Ability to deal with issues such as complexity and uncertainty					
<u>6.</u> Sharing information, instructing others and influencing people					

**II.7. For EACH of the organisational settings 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:**

**(1 = To very low extent; 2 = To low extent; 3 = Neutral; 4 = To high extent; 5 = To very high extent)**

	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<u>1.</u> Organisation's open culture, in which employees are not afraid of sharing their ideas and internal structures to share, talk about and implement good ideas					
<u>2.</u> Autonomy, encouraging employees to create independent solutions to challenges					
<u>3.</u> Quick access to resources, enabling employees to validate their new ideas quickly					
<u>4.</u> Incentives introduced by the organisation's Management for employees to propose new ideas					
<u>5.</u> Open exchange of ideas within the organisation, as well as with external experts, and usage of efficient tools such as "Ideas Exchange Platforms"					
<u>6.</u> Decentralised structure, where managers delegate decisions to the lowest possible level to ensure that they are made by those with the most knowledge					



**II.8. 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)**

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

**II.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 among the employees in your organisation:**

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

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

**II.10. 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)**

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

**SECTION III. UPGRADING EMPLOYEES' AND EMPLOYERS' SUSTAINABILITY-ORIENTED INTRAPRENEURIAL SKILLS AND MINDSET – EXPRESSION OF INTEREST AND PREFERRED TYPES OF TRAINING DELIVERY MODES**

**III.1. Would you be interested in being involved, together with a group of employees from your organisation, in a sustainability-focused intrapreneurship training course, that will be developed by the SINTRA project?**

<input type="checkbox"/>	<u>1.</u> Yes	<input type="checkbox"/>	<u>2.</u> No
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**III.2. How do you believe that upgrading your and your employees' sustainability-oriented intrapreneurial skills and mindset could benefit your organisation (please, indicate to what extent you agree with the statements below)?**

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

	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<u>1.</u> It will boost the capacity of the organisation to be more sustainability-focused in its day-to-day operations and the organisational model					
<u>2.</u> It will lead to the introduction of sustainability-focused practices, processes and priorities within the organisation					
<u>3.</u> It will harness the potential that intrapreneurship within organisations					

has for achieving environmental, social and economic sustainability

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

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

	1	2	3	4	5
<u>1.</u> Self-learning					
<u>2.</u> Face-to-face training sessions					
<u>3.</u> Distant / online learning					
<u>4.</u> Blended (face-to-face and online) learning					
<u>5.</u> Assignments development and experience-sharing					

**III.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?**

<input type="checkbox"/>	<u>1.</u> Yes	<input type="checkbox"/>	<u>2.</u> No
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**Thank you for taking the time to complete this questionnaire!**

*Your contribution is highly appreciated!*

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# JÄTKUSUUTLIKKUS JA SÄÄSTEV ARENG LÄBI SISETTEVÕTLUSE: HEADE PRAKTIKATE ANALÜÜS KÜSIMUSTIK TÖÖTAJATELE

SINTRA - jätkusuutlikkuse saavutamine sisetevõtluse kaudu on kaheaastane Erasmus + projekt (KA2: täiskasvanuhariduse strateegilised partnerlused), mille eesmärk on pakkuda integreeritud tuge, mis on kohandatud organisatsioonide vajadustele, et arendada sisetevõtluse alaseid oskusi, pädevusi ja hoiakuid mõlema - nii töötajatele kui ka tööandjate hulgas organisatsioonide keskkonna-, sotsiaalse ja majandusliku jätkusuutlikkusega seotud tegevuse parandamise eesmärgiga.

*Säästev areng* ettevõtluses keskendub organisatsiooni poliitika ja tavade mõjule keskkonnas ja ühiskonnas, mis on seotavad organisatsiooni elujõulisuse ja konkurentsivõimega.

*Sisetevõtlus* on ettevõtlik käitumine uuenduslike toodete või teenuste väljatöötamiseks ning töökorralduse alaste muudatuste tegemiseks organisatsioonis.

Käesolev uuring viiakse läbi sihiga selgitada head praktikad ja edulood jätkusuutlikkusele orienteeritud sisetevõtluse valdkonnas; samuti selleks, et täita lünki organisatsioonide ja töötajate sisetevõtlusele orienteeritud mõttemaailmas. Uuringu tulemusi kasutatakse koolitusmaterjalide väljatöötamisel, et arendada sisetevõtja oskusi ja mõttemaailma tööandjate ja töötajate seas, toetamaks nende keskkonnavalast, sotsiaalset / majanduslikku jätkusuutlikkust. Vasajate nimesid ja organisatsioone ei avaldada ning tulemusi kasutatakse vaid üldistatud kujul.

Palun märkige tähega X-iga oma vastused järgnevalt esitatud kinnistele küsimustele ja tagastage küsimustik: Taimi Elenurmele, [taimi.elenurm@mail.ee](mailto:taimi.elenurm@mail.ee)

## **I. OSA: ISIKLIKUD ANDMED**

### **I.1. Kodakondsus**

<u>1.</u> Estonia
<u>2.</u> Muu .....(märkige)

### **I.2. Sugu**

<input type="checkbox"/>	<u>1.</u> Mees	<input type="checkbox"/>	<u>2.</u> Naine
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### **I.3. Vanus**

<input type="checkbox"/>	<u>1.</u> 20-29	<input type="checkbox"/>	<u>2.</u> 30-39	<input type="checkbox"/>	<u>3.</u> 40-49	<input type="checkbox"/>	<u>4.</u> 50-59	<input type="checkbox"/>	<u>5.</u> 60+
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### **I.4. Haridus (valige kõrgeim omandatud haridustasemete hulgast)**

<input type="checkbox"/>	<u>1.</u> Keskkharidus	<input type="checkbox"/>	<u>2.</u> Kutseharidus
<input type="checkbox"/>	<u>3.</u> Rakenduskõrgharidus	<input type="checkbox"/>	<u>4.</u> Magistri või doktori kraad

### **I.5. Positsioon/ amet organisatsioonis\_**

.....

## **II OSA: UURINGUS OSALEVA ORGANISATSIOONI ANDMED**

### **II.1. Tegevusvaldkond**

1. Kinnisvara, üürimine ja haldamine
2. Ehitus
3. Hulgi- ja jaekaubandus, remont
4. Transport, laondus ja side
5. Teenindus
6. Tootmine
7. Põllumajandus, jahindus ja metsandus;
8. Kalapüük
9. Haridus
10. Turism, sh. hotellid ja restoranid
11. Tervishoid ja sotsiaaltöö
12. Finantsvahendus
13. Info- ja kommunikatsioonitehnoloogia
14. Valitsusväline sektor
15. Avalik sektor
16. Muu

### **II.2. Asutamise aasta .....**

### **II.3. Asukoht (maakond, linn/ vald).....**

### **II.4. Praegune töötajate arv:**

1. 1-9   2. 10-49   3. 50-99   4. 100-249   5. 250+

## **III. OSA: PRAKTIKAD, MIS TOETAVAD JÄTKUSUUTLIKKUSELE/ SÄÄSTVALE ARENGULE OIENTEERITUST**

III.1 Kas peate oma organisatsiooni jätkusuutlikkusele/ säästvale arengule orienteeritud organisatsiooniks?

1- ja      2- ei      3- pole kindle / ei oska öelda

III.2. Hinnake iga järgnevat jätkusuutlikkuse/ säästva arengu võimalikku põhjust vastavalt selle olulisule ettevõtte jaoks, kus töötate

1 - täiesti ebaoluline, 2- ebaoluline, 3 – raske öelda, 4 - oluline, 5 – väga oluline

	1	2	3	4	5
1. Keskkonnaalaste õigusaktide järgimine					
2. Mõju tootmiskuludele					
3. Ettevõtte vastutuse demonstreerimine					
4. Võimalik mõju kohalikule / piirkondlikule sotsiaalmajanduslikule olukorrale					
5. Võimalik mõju kohaliku / piirkondliku tööjõu arengule					

**III.3. Kes peaks olema eestvedajaks keskkusele/ säästvale arengule orienteeritud tegevuste algatamisel organisatsioonis (Märkige üks vastus)**

<input type="checkbox"/>	1. Tööandjad/ juhid	<input type="checkbox"/>	2. Töötajad
<input type="checkbox"/>	3. Mõlemad	<input type="checkbox"/>	4. Mitte kumbki

**III. 4. Kas nõustute, et ettevõtluskult mõtlevad ja tegutsevad töötajad algatavad ise säästikkusele/ keskkusele/ jätkusuutlikkusele orienteeritud tegevusi Teie organisatsioonis?**

1- Jah, 2- ei 3 – ei tea/ pole kindel

**III.5. Märkige iga alljärgneva säästva arengu eesmärgi juurde, milline on Teie hinnagul Teie organisatsiooni võimekus selle saavutamiseks siseettevõtluse kaudu ?**

1-väga madal; 2 – madal; 3- keskmine: 3- hea; väga hea

	1	2	3	4	5
1. Vähendada ebavõrdsust, edendada inimeste heaolu ja sotsiaalset kaasatust					
2. Tagada kvaliteetne haridus ja edendada elukestvat õpet					
3. Tagada õiglus ja luua tõhusad personalipoliitikad selleks					
4. Kasutada säästlikke tehnoloogiaid ja edendada innovatsiooni selles					
5. Tagada vastutustundlik tarbimine ja tootmine					
6. Arendada tööheaolu, tagades samal ajal täieliku tööhõive ja majanduskasvu					
7. Tagage kõigile taskukohase taastuenergia kättesaadavus					
8. Rakendada meetmeid kliimamuutuste ja globaalse soojenemise vastu võitlemiseks					

	1	2	3	4	5
9. Muuta linnad ja kogukonnad kaasavaks, turvaliseks ja jätkusuutlikuks					

### III.6. Märkige, kui võrd iga alljärgnev töötaja omadus või pädevus mõjutab teie avates teie organisatsiooni jätkusuutlikkust?

1 = väga nõrgalt; 2 = nõrgalt; 3 = keskmiselt; 4 = tugevalt; 5 = väga tugevalt

	1	2	3	4	5
1. Algatusvõimelisus, paindlik mõtlemine, motiveeritus ja elluviija-mentaliteet					
2. Teadmised organisatsioonikultuurist ja juhtimisstruktuurist					
3. Võimekus avaldada organisatsiooni juhtkonnale muljet, neid oma arvamustega mõjutada					
4. Pühendumine oma töö eesmärkidele ja realistlik vaade nende saavutamise viisidele.					
5. Võimekus toime tulla keerukates ja ebakindlates oludes					
6. Informatsiooni jagamine, juhendamine ja teiste mõjutamine					

### III.7. Märkige iga järgneva asjaolu kohta, kui võrd see Teie arvates soodustab jätkusuutlikkusele keskenduvate tavade, protsesside ja prioriteetide juurutamist ja rakendamist teie organisatsioonis:

1 = väga vähesel määral; 2 = vähesel määral; 3 = keskmiselt; 4 = suures osas; 5 = väga suures osas

	1	2	3	4	5
1. Avatud suhlus ja organisatsioonikultuur, kus töötajad ei karda jagada oma ideid ja kasutavad võimalust koosolekul neist rääkida ja nende elluviimist promoda.					
2. Töötajate iseseisvus, nende julgustamine isikupäraste ja loovate lahenduste leidmisele oma töös					
3. Kiire juurdepääs ressurssidele, mis võimaldavad töötajatel oma uusi ideid kohe katsetama asuda					
4. Organisatsioonis on kasutusele võetud hüvitised töötajatele uute ideede pakkumise ja väljatöötamise eest.					
5. Ideid ja ettepanekuid jagatakse avatult nii organisatsioonisiselt omavahel kui ka organisatsioonivälise ekspertidega; selles on kasutusele võetud tõhusad vahendid, n ideevahetusplatvormide kasutamine.					
6. Detsentraliseeritud struktuur, kus juhid delegeerivad otsustamise alluvatele viisil, mis tagab selle, et otsused teevad need, kes seda tööd					

	1	2	3	4	5
vahetult teevad ja kellel on töö kohta seetõttu kõige enam teavet.					

**III.8. Hinnake iga järgnevalt loetletud asjaolu tähtsust oma organisatsiooni jätkusuutlikuks/ säästvaks arendamiseks, et saaksite seda teha ise ja koos oma töökaaslastega:**

(1 = pole üldse oluline; 2 = pole oluline; 3 = keskmine; 4 = oluline; 5 = väga oluline)

	1	2	3	4	5
1. Organisatsiooni konteksti ja potentsiaali mõistmine säästva arengu tagamiseks					
2. Iseeenda uuenduslikkuse ja säästvate arengule väärtuse lisamise võimekuse hindamine					
3. Organisatsioonisiseste ja -väliste allikate kasutamine jätkusuutlikkusele suunatud innovatsioonivõimaluste ja väljavaadete kindlakstegemiseks					
4. Ettevõttesiseste algatuste mõju hindamine jätkusuutlikkusele					
5. Organisatsioonisiseste ettevõtlustiimide moodustamine ja opereerimine jätkusuutlikkusele suunatud arengu tagamiseks					
6. Oma ideede ja väärtuste kaitsmine säästva arengu ja jätkusuutlikkuse küsimustes organisatsiooni juhtkonna ees					

**III.9. Milline on teie arvates ülaltoodud tegevuste jaoks vajalike oskuste ja pädevuste tase teie ja teiste teie organisatsiooni töötajate seas praegu (sõltumata nende olulisusest teie jaoks):**

1 = täiesti ebapiisav; 2 = ebapiisav; 3 = keskmine; 4 = piisav; 5 = täiesti piisav

	1	2	3	4	5
1. Organisatsiooni konteksti ja potentsiaali mõistmine säästva arengu tagamiseks					
2. Iseeenda uuenduslikkuse ja säästvate arengule väärtuse lisamise võimekuse hindamine					
3. Organisatsioonisiseste ja -väliste allikate kasutamine jätkusuutlikkusele suunatud innovatsioonivõimaluste ja väljavaadete kindlakstegemiseks					
4. Ettevõttesiseste algatuste mõju hindamine jätkusuutlikkusele					
5. Organisatsioonisiseste ettevõtlustiimide moodustamine ja opereerimine jätkusuutlikkusele suunatud arengu tagamiseks					
6. Oma ideede ja väärtuste kaitsmine säästva arengu ja					



	1	2	3	4	5
jätkusuutlikkuse küsimustes organisatsiooni juhtkonna ees					

**III.10. Märkige, kui sageli teie ja / või teie kolleegid kõiki ülalnimetatud tegevusi realselt teevad/ praktiseerivad, et oma organisatsiooni jätkusuutlikkust parandada:**

1 = väga harva; 2 = harva; 3 = keskmine; 4 = sageli; 5 = väga sageli

	1	2	3	4	5
<u>1.</u> Organisatsiooni konteksti ja potentsiaali hindamine säästva arengu tagamiseks					
<u>2.</u> Iseeenda uuenduslikkuse ja säästvate arengule väärtuse lisamise võimekuse hindamine					
<u>3.</u> Organisatsioonisiseste ja -väliste allikate kasutamine jätkusuutlikkusele suunatud innovatsioonivõimaluste ja väljavaadete kindlakstegemiseks					
<u>4.</u> Ettevõttesiseste algatuste mõju hindamine jätkusuutlikkusele					
<u>5.</u> Organisatsioonisiseste ettevõtlustiimide moodustamine ja opereerimine jätkusuutlikkusele suunatud arengu tagamiseks					
<u>6.</u> Oma ideede ja väärtuste kaitsmine säästva arengu ja jätkusuutlikkuse küsimustes organisatsiooni juhtkonna ees					

**IV JAGU. TÖÖTAJATE JA TÖÖANDJATE ETTEVÕTLIKUD HOIAKUD JÄTKUSUUTLIKKUSELE/SÄÄSTVALE ARENGULE SUUNDUMISEL - HUVID JA EELISTATUD KOOLITUSTEKS**

**IV.1. Kas teid huvitaks osalemine jätkusuutliku arengu tagamisele suunatud siseettevõtlikkuse koolitusel, mida finatseeritakse EL projektidest?**

1. Jah 2. Ei

**IV.2. Kuivõrd usute, et jätkusuutlikkusele suunatud siseettevõtliku mõtteviisi arendamine võiks teile ja teie organisatsioonile kasuks tulla (palun märkige, kuivõrd nõustute all olevate väidetega)?**

(1 = pole nõus, 2 = ei nõustu, 3 = neutraalne, 4 = nõustun, 5 = nõustun täielikult)

	1	2	3	4	5
<u>1.</u> See mõjutaks organisatsiooni igapäevased tegevused ja ärimudeli säästvate arengule/ jätkusuutlikkusele suunama					
<u>2.</u> See tooks kaasa jätkusuutlikkusele keskenduvate tavade, protsesside					

ja prioriteetide juurutamise organisatsioonis					
<u>3.</u> See aitaks siseettevõtlust keskkonnavalase, sotsiaalse ja majandusliku jätkusuutlikkuse saavutamiseks rakendada					

#### IV.3. Milline on teie arvates parim viis sellist tüüpi koolitusprogrammide korraldamiseks?

(1 = ei eelistata, 2 = madal eelistus, 3 = mõõdukas eelistus, 4 = kõrge eelistus, 5 = väga kõrge eelistus)

	1	2	3	4	5
<u>1.</u> Iseseisev õppimine					
<u>2.</u> Kontaktkoolitused auditooriumis					
<u>3.</u> Veebipõhine kaugõpe					
<u>4.</u> Kombineeritud õpe, kus kontakttunnid vahelduvad veebipõhise õppega					
<u>5.</u> Ülesannete lahendamine ja kogemuste jagamine					

#### IV.4. Kas asute geograafiliselt sellises asukohas, mis võib teie jaoks raskendada osalemist silmast-silma koolitustöötubades, mis toimuvad kontaktõppena auditooriumis?

1. Jah 2. Ei

Täname, et leidsite küsimustiku täitmiseks aega! Hindame kõrgelt Teie panust!

# JÄTKUSUUTLIKKUS JA SÄÄSTEV ARENG LÄBI SISETTEVÕTLUSE: HEADE PRAKTIKATE ANALÜÜS KÜSIMUSTIK TÖÖANDJATELE JA JUHTIDELE

SINTRA - jätkusuutlikkuse saavutamine sisettevõtluse kaudu on kaheaastane Erasmus + projekt (KA2: täiskasvanuhariduse strateegilised partnerlused), mille eesmärk on pakkuda integreeritud tuge, mis on kohandatud organisatsioonide vajadustele, et arendada sisettevõtluse alaseid oskusi, pädevusi ja hoiakuid mõlema - nii töötajatele kui ka tööandjate hulgas organisatsioonide keskkonna-, sotsiaalse ja majandusliku jätkusuutlikkusega seotud tegevuse parandamise eesmärgiga.

*Säästev areng* ettevõtluses keskendub organisatsiooni poliitika ja tavade mõjule keskkonnas ja ühiskonnas, mis on seotavad organisatsiooni elujõulisuse ja konkurentsivõimega.

*Sisettevõtlus* on ettevõtlik käitumine uuenduslike toodete või teenuste väljatöötamiseks ning töökorralduse alaste muudatuste tegemiseks organisatsioonis.

Käesolev uuring viiakse läbi sihiga selgitada head praktikad ja edulood jätkusuutlikkusele orienteeritud sisettevõtluse valdkonnas; samuti selleks, et täita lünki organisatsioonide ja töötajate sisettevõtlusele orienteeritud mõttemiisid. Uuringu tulemusi kasutatakse koolitusmaterjalide väljatöötamisel, et arendada sisettevõtja oskusi ja mõttemiisi tööandjate ja töötajate seas, toetamaks nende keskkonnaalast, sotsiaalset / majanduslikku jätkusuutlikkust. Vasajate nimesid ja organisatsioone ei avaldada ning tulemusi kasutatakse vaid üldistatud kujul.

Palun märkige tähega X-iga oma vastused järgnevalt esitatud kinnistele küsimustele ja tagastage küsimustik Taimi Elenurmele, [taimi.elenurm@mail.ee](mailto:taimi.elenurm@mail.ee)

## **I OSA: UURINGUS OSALEVA ORGANISATSIOONI ANDMED**

### **I.1. Tegevusvaldkond**

1. Kinnisvara, üürimine ja haldamine
2. Ehitus
3. Hulgi- ja jaekaubandus, remont
4. Transport, laondus ja side
5. Teenindus
6. Tootmine
7. Põllumajandus, jahindus ja metsandus;
8. Kalapüük
9. Haridus
10. Turism, sh. hotellid ja restoranid
11. Tervishoid ja sotsiaaltöö
12. Finantsvahendus
13. Info- ja kommunikatsioonitehnoloogia
14. Valitsusväline sektor
15. Avalik sektor
16. Muu

**I.2. Praegune töötajate arv:**

1. 1-9 2. 10-49 3. 50-99 4. 100-249 5. 250+

**I.3. Asutamise aasta .....****I.4. Asukoht (maakond, linn/ vald).....****II. OSA: PRAKTIKAD, MIS TOETAVAD JÄTKUSUUTLIKKUSELE/ SÄÄSTVALE ARENGULE OIENTEERITUST****II.1 Kas nõustute, et teie organisatsioon on jätkusuutlikkusele/ säästvale arengule orienteeritud?**

2- ja 2- ei 3- pole kindle / ei oska öelda

**II.2. Hinnake iga järgnevat jätkusuutlikkuse/ säästva arengu võimalikku põhjust vastavalt selle olulisule teie ettevõtte jaoks**

2 - täiesti ebaoluline, 2- ebaoluline, 3 – raske öelda, 4 - oluline, 5 – väga oluline

	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1. Keskkonnaalaste õigusaktide järgimine					
2. Mõju tootmiskuludele					
3. Ettevõtte vastutuse demonstreerimine					
4. Võimalik mõju kohalikule / piirkondlikule sotsiaalmajanduslikule olukorrale					
5. Võimalik mõju kohaliku / piirkondliku tööjõu arengule					

**II.3. Kes peaks olema eestvedajaks keskkusele/ säästvale arengule orienteeritud tegevuste algatamisel organisatsioonis (Märkige üks vastus)**

<u>1.</u> Tööandjad/ juhid	<u>2.</u> Töötajad
<u>3.</u> Mõlemad	<u>4.</u> Mitte kumbki

**II. 4. Kas nõustute, et ettevõtluskult mõtlevad ja tegutsevad töötajad algatavad ise säästikkusele/ keskkusele/ jätkusuutlikkusele orienteeritud tegevusi Teie organisatsioonis?**

2- Jah, 2- ei 3 – ei tea/ pole kindel

**II.5. Märkige iga alljärgneva säästva arengu eesmärgi juurde, milline on Teie hinnagul Teie organisatsiooni võimekus selle saavutamiseks siseettevõtluse kaudu?**

1-väga madal; 2 – madal; 3- keskmine; 3- hea; väga hea

	1	2	3	4	5
1. Vähendada ebavõrdsust, edendada inimeste heaolu ja sotsiaalset kaasatust					
2. Tagada kvaliteetne haridus ja edendada elukestvat õpet					
3. Tagada õiglus ja luua tõhusad personalipoliitikad selleks					
4. Kasutada säästlikke tehnoloogiaid ja edendada innovatsiooni selles					
5. Tagada vastutustundlik tarbimine ja tootmine					
6. Arendada tööheaolu, tagades samal ajal täieliku tööhõive ja majanduskasvu					
7. Tagage kõigile taskukohase taastuenergia kättesaadavus					
8. Rakendada meetmeid kliimamuutuste ja globaalse soojenemise vastu võitlemiseks					
9. Muuta linnad ja kogukonnad kaasavaks, turvaliseks ja jätkusuutlikuks					

**II.6. Märkige, kui võrd iga alljärgnev töötaja omadus või pädevus mõjutab teie avates teie organisatsiooni jätkusuutlikkust?**

1 = väga nõrgalt; 2 = nõrgalt; 3 = keskmiselt; 4 = tugevalt; 5 = väga tugevalt

	1	2	3	4	5
1. Algatusvõimelisus, paindlik mõtlemine, motiveeritus ja elluviija-mentaliteet					
2. Teadmised organisatsioonikultuurist ja juhtimisstruktuurist					
3. Võimekus avaldada organisatsiooni juhtkonnale muljet, neid oma arvamustega mõjutada					
4. Pühendumine oma töö eesmärkidele ja realistlik vaade nende saavutamise viisidele.					
5. Võimekus toime tulla keerukates ja ebakindlates oludes					
6. Informatsiooni jagamine, juhendamine ja teiste mõjutamine					

**II.7. Märkige iga järgneva tegevuse ja hoiakute kohta, kui võrd see Teie arvates soodustab jätkusuutlikkusele keskenduvate tavade, protsesside ja prioriteetide juurutamist ja rakendamist teie organisatsioonis:**

1 = väga vähesel määral; 2 = vähesel määral; 3 = keskmiselt; 4 = suures osas; 5 = väga suures osas

	1	2	3	4	5
1. Avatud suhlus ja organisatsioonikultuur, kus töötajad ei karda jagada oma ideid ja kasutavad võimalust koosolekutel neist rääkida ja nende elluviimist promoda.					
2. Töötajate iseseisvus, nende julgustamine isikupäraste ja loovate lahenduste leidmisele oma töös					
3. Kiire juurdepääs ressurssidele, mis võimaldavad töötajatel oma uusi ideid kohe katsetama asuda					
4. Organisatsioonis on kasutusele võetud hüvitised töötajatele uute ideede pakkumise ja väljatöötamise eest.					
5. Ideid ja ettepanekuid jagatakse avatult nii organisatsioonisiselt omavahel kui ka organisatsiooniväliste ekspertidega; selles on kasutusele võetud tõhusad vahendid, n ideevahetusplatvormide kasutamine.					
6. Detsentraliseeritud struktuur, kus juhid delegeerivad otsustamise alluvatele viisil, mis tagab selle, et otsused teevad need, kes seda tööd vahetult teevad ja kellel on töö kohta seetõttu kõige enam teavet.					

## II.8. Hinnake iga järgnevalt loetletud asjaolu tähtsust oma töötajatele organisatsiooni jätkusuutlikuks/säästvaks arendamiseks:

(1 = pole üldse oluline; 2 = pole oluline; 3 = keskmine; 4 = oluline; 5 = väga oluline)

	1	2	3	4	5
1. Organisatsiooni konteksti ja potentsiaali mõistmine säästva arengu tagamiseks					
2. Iseeenda uuenduslikkuse ja säästvale arengule väärtuse lisamise võimekuse hindamine					
3. Organisatsioonisiseste ja -väliste allikate kasutamine jätkusuutlikkusele suunatud innovatsioonivõimaluste ja väljavaadete kindlakstegemiseks					
4. Ettevõttesiseste algatuste mõju hindamine jätkusuutlikkusele					
5. Organisatsioonisiseste ettevõtlustiimide moodustamine ja opereerimine jätkusuutlikkusele suunatud arengu tagamiseks					
6. Oma ideede ja väärtuste kaitsmine säästva arengu ja jätkusuutlikkuse küsimustes organisatsiooni juhtkonna ees					

**II.9. Milline on teie arvates ülaltoodud tegevuste jaoks vajalike oskuste ja pädevuste tase teie organisatsiooni töötajate seas (sõltumata nende olulisusest teie jaoks):**

1 = täiesti ebapiisav; 2 = ebapiisav; 3 = keskmine; 4 = piisav; 5 = täiesti piisav

	1	2	3	4	5
1. Organisatsiooni konteksti ja potentsiaali mõistmine säästva arengu tagamiseks					
2. Iseeenda uuenduslikkuse ja säästvate arengule väärtuse lisamise võimekuse hindamine					
3. Organisatsioonisiseste ja -väliste allikate kasutamine jätkusuutlikkusele suunatud innovatsioonivõimaluste ja väljavaadete kindlakstegemiseks					
4. Ettevõttesiseste algatuste mõju hindamine jätkusuutlikkusele					
5. Organisatsioonisiseste ettevõtlustiimide moodustamine ja opereerimine jätkusuutlikkusele suunatud arengu tagamiseks					
6. Oma ideede ja väärtuste kaitsmine säästva arengu ja jätkusuutlikkuse küsimustes organisatsiooni juhtkonna ees					

**II.10. Märkige, kui sageli teie organisatsiooni töötajad ülalnimetatud tegevusi realselt teevad/ praktiseerivad, püüdes oma organisatsiooni jätkusuutlikkusele orienteeritust parandada:**

1 = väga harva; 2 = harva; 3 = keskmine; 4 = sageli; 5 = väga sageli

	1	2	3	4	5
1. Organisatsiooni konteksti ja potentsiaali hindamine säästva arengu tagamiseks					
2. Iseeenda uuenduslikkuse ja säästvate arengule väärtuse lisamise võimekuse hindamine					
3. Organisatsioonisiseste ja -väliste allikate kasutamine jätkusuutlikkusele suunatud innovatsioonivõimaluste ja väljavaadete kindlakstegemiseks					
4. Ettevõttesiseste algatuste mõju hindamine jätkusuutlikkusele					
5. Organisatsioonisiseste ettevõtlustiimide moodustamine ja opereerimine jätkusuutlikkusele suunatud arengu tagamiseks					
6. Oma ideede ja väärtuste kaitsmine säästva arengu ja jätkusuutlikkuse küsimustes organisatsiooni juhtkonna ees					

### III JAGU. TÖÖTAJATE JA TÖÖANDJATE ETTEVÕTLIKUD HOIAKUD JÄTKUSUUTLIKKUSELE/SÄÄSTVALE ARENGULE SUUNDUMISEL - HUVID JA EELISTATUD KOOLITUSTEKES

III.1. Kas teid huvitaks osalemine jätkusuutliku arengu tagamisele suunatud siseettevõtlikkuse koolitustel koos oma organisatsiooni võtmetöötajatega, kui seda finitseeritakse EL projektidest?

2. Jah 2. Ei

III.2. Kuivõrd usute, et jätkusuutlikkusele suunatud siseettevõtliku mõtteviisi arendamine võiks teile ja teie organisatsiooni töötajatele kasuks tulla (märkige, kuivõrd nõustute allolevate väidetega)?

(1 = pole nõus, 2 = ei nõustu, 3 = neutraalne, 4 = nõustun, 5 = nõustun täielikult)

	1	2	3	4	5
1. See mõjutaks organisatsiooni igapäevased tegevused ja ärimudeli säästvale arengule/ jätkusuutlikkusele suunama					
2. See tooks kaasa jätkusuutlikkusele keskenduvate tavade, protsesside ja prioriteetide juurutamise organisatsioonis					
3. See aitaks siseettevõtlust keskkonnavalase, sotsiaalse ja majandusliku jätkusuutlikkuse saavutamiseks rakendada					

III.3. Milline on teie arvates parim viis sellist tüüpi koolitusprogrammide korraldamiseks?

(1 = ei eelistata, 2 = madal eelistus, 3 = mõõdukas eelistus, 4 = kõrge eelistus, 5 = väga kõrge eelistus)

	1	2	3	4	5
1. Iseseisev õppimine					
2. Kontaktkoolitused auditooriumis					
3. Veebipõhine kaugõpe					
4. Kombineeritud õpe, kus kontakttunnid vahelduvad veebipõhise õppega					
5. Ülesannete lahendamine ja kogemuste jagamine					

III.4. Kas asute geograafiliselt sellises asukohas, mis võib teie jaoks raskendada osalemist näost näkku koolitustöötubades, mis toimuvad kontaktõppena auditooriumis?

1. Jah 2. Ei

Täname, et leidsite aega küsimustiku täitmiseks! Hindame kõrgelt Teie panust!

Annex D. SINTRA interview questionnaires in English and in Estonian

**SUSTAINABILITY THROUGH INTRAPRENEURSHIP GOOD PRACTICES AND GAP ANALYSIS**

**SINTRA EMPLOYEES' SEMI-STRUCTURED INTERVIEW QUESTIONNAIRE**



SINTRA – Achieving Sustainability through INTRAprenurship, is a 2-year Erasmus+ project (KA2: Strategic Partnerships for adult education) designed to provide an integrated support, tailored to the needs of organisations for the development of intrapreneurship-related skills, competences and attitudes among both employees and employers for improving the organisations’ activities related to environmental, social and economic sustainability.

*Sustainability* in business generally refers to the effect the organisation’s policies and practices have on the environment and the society. It is also well connected with the viability and competitiveness of the organisation itself. *Intrapreneurship* is the practice of an established organisation’s employees adopting entrepreneurial behaviours towards the achievement of innovative products or services.

SINTRA project develops tailor-made and innovative training resources and tools, targeted at sustainability-focused intrapreneurship support of organisations in the Business, Civil or Government sector across Europe.

The semi-structured interviews are being conducted in order to identify relevant practices and success stories in the field of sustainability-oriented intrapreneurship in organisations, as well as existing gaps in the organisational settings and employees’ intrapreneurial mindset. The results of the Survey will be used to guide the SINTRA partnership in designing training material for development of intrapreneurial skills and mindset among employers and employees in organisations for the support of environmental / social / economic sustainability therein. The Survey respondents’ identity will remain strictly CONFIDENTIAL.

**Please, mark with an ‘X’ your responses to the closed-ended questions below and return the completed questionnaire to: Taimi Elenurm [taimi.elenurm@mail.ee](mailto:taimi.elenurm@mail.ee)**

## **SECTION I. PERSONAL CHARACTERISTICS**

### **I.1. Country of origin:**

<input type="checkbox"/>	<u>1.</u> Bulgaria	<input type="checkbox"/>	<u>2.</u> Croatia	<input type="checkbox"/>	<u>3.</u> Estonia
<input type="checkbox"/>	<u>4.</u> Greece	<input type="checkbox"/>	<u>5.</u> Iceland	<input type="checkbox"/>	<u>6.</u> Portugal

### **I.2. Gender:**

<input type="checkbox"/>	<u>1.</u> Male	<input type="checkbox"/>	<u>2.</u> Female
--------------------------	----------------	--------------------------	------------------

### **I.3. Age – select one of the ranges below:**

<input type="checkbox"/>	<u>1.</u> 20-29	<input type="checkbox"/>	<u>2.</u> 30-39	<input type="checkbox"/>	<u>3.</u> 40-49	<input type="checkbox"/>	<u>4.</u> 50-59	<input type="checkbox"/>	<u>5.</u> 60+
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**I.4. Education – select highest level of educational attainment:**

<u>1.</u> Secondary School	<u>2.</u> Vocational Education and Training
<u>3.</u> University Level	<u>4.</u> Post-graduate Level

**I.5. Position in the organisation (please, enter in the box below):**

**SECTION II. CHARACTERISTICS OF THE INTERVIEWEE'S ORGANISATION**

**II.1. Activity sector:**

<u>1.</u> Real estate, renting and business activity
<u>2.</u> Construction
<u>3.</u> Wholesale and retail trade, repairs
<u>4.</u> Transport, storage & communication
<u>5.</u> Other community, social and personal service activities
<u>6.</u> Manufacturing
<u>7.</u> Agriculture, hunting & forestry
<u>8.</u> Fishery
<u>9.</u> Education
<u>10.</u> Tourism, incl. hotels and restaurants
<u>11.</u> Health and social work
<u>12.</u> Financial intermediation
<u>13.</u> Information and communication technologies
<u>14.</u> Non-government sector
<u>15.</u> Public sector
<u>16.</u> Other

**II.2 Year of establishment (please, enter in the box below):**

**II.3. Location (please, enter the REGION where the organisation you work for is seated):**

**II.4. Present size (number of employees):**

<input type="checkbox"/>	<u>1.</u> 1-9	<input type="checkbox"/>	<u>2.</u> 10-49	<input type="checkbox"/>	<u>3.</u> 50-99	<input type="checkbox"/>	<u>4.</u> 100-249	<input type="checkbox"/>	<u>5.</u> 250+
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### **SECTION III. SUCCESS STORIES IN THE FIELD OF SUSTAINABILITY-ORIENTED INTRAPRENEURSHIP**

**III.1. Have there been any sustainability-oriented activities in your organisation and if “yes”, who initiated them?**

**III.2. Can you describe an experience of yours, when you acted intrapreneurially and this led to improving the sustainability orientation of your organisation? How did it start? Which were, in your view, the main motives? How did it progress? Can you describe the particular steps that you followed? What impact did it have on your organisation and on yourself in particular?**

**III.3. What sustainability-related effects has your involvement in the above activities generated?**

**III.4. Can you identify at least 3 key characteristics of your own behaviour and mindset, that helped you act intrapreneurially and improve the sustainability orientation of your organisation? Please, explain your answer.**

**III.5. Can you identify at least 3 key features of your organisation's settings, that encouraged you to be more intrapreneurial and thus contribute to the implementation of sustainability-focused practices, processes and priorities within your organisation? Please, explain your answer.**

**III.6. How would you describe your own level of ADEQUACY of the skills and competences necessary for implementing the above intrapreneurial activities?**

**Thank you for taking the time to participate in this interview!**

*Your contribution is highly appreciated!*

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**SUSTAINABILITY THROUGH INTRAPRENEURSHIP GOOD PRACTICES AND GAP ANALYSIS**

**SINTRA EMPLOYERS' /MANAGERS' SEMI-STRUCTURED INTERVIEW QUESTIONNAIRE**

SINTRA – Achieving Sustainability through INTRAprenurship, is a 2-year Erasmus+ project (KA2: Strategic Partnerships for adult education) designed to provide an integrated support, tailored to the needs of organisations for the development of intrapreneurship-related skills, competences and attitudes among both employees and employers for improving the organisations’ activities related to environmental, social and economic sustainability.

*Sustainability* in business generally refers to the effect the organisation’s policies and practices have on the environment and the society. It is also well connected with the viability and competitiveness of the organisation itself. *Intrapreneurship* is the practice of an established organisation’s employees adopting entrepreneurial behaviours towards the achievement of innovative products or services.

SINTRA project develops tailor-made and innovative training resources and tools, targeted at sustainability-focused intrapreneurship support of organisations in the Business, Civil or Government sector across Europe.

The semi-structured interviews are being conducted in order to identify relevant practices and success stories in the field of sustainability-oriented intrapreneurship in organisations, as well as existing gaps in the organisational settings and employers’ intrapreneurial mindset. The results of the Survey will be used to guide the SINTRA partnership in designing training material for development of intrapreneurial skills and mindset among employers and employees in organisations for the support of environmental / social / economic sustainability therein. The Survey respondents’ identity will remain strictly CONFIDENTIAL.

**Please, mark with an ‘X’ your responses to the closed-ended questions below and return the completed questionnaire to: Taimi Elenurm; [taimi.elenurm@mail.ee](mailto:taimi.elenurm@mail.ee)**

## **SECTION I. CHARACTERISTICS OF THE INTERVIEWEE’S ORGANISATION**

### **I.1. Activity sector:**

<input type="checkbox"/>	<u>1.</u> Real estate, renting and business activity
<input type="checkbox"/>	<u>2.</u> Construction
<input type="checkbox"/>	<u>3.</u> Wholesale and retail trade, repairs
<input type="checkbox"/>	<u>4.</u> Transport, storage & communication
<input type="checkbox"/>	<u>5.</u> Other community, social and personal service activities
<input type="checkbox"/>	<u>6.</u> Manufacturing
<input type="checkbox"/>	<u>7.</u> Agriculture, hunting & forestry
<input type="checkbox"/>	<u>8.</u> Fishery
<input type="checkbox"/>	<u>9.</u> Education
<input type="checkbox"/>	<u>10.</u> Tourism, incl. hotels and restaurants

<input type="checkbox"/>	<u>11.</u> Health and social work
<input type="checkbox"/>	<u>12.</u> Financial intermediation
<input type="checkbox"/>	<u>13.</u> Information and communication technologies
<input type="checkbox"/>	<u>14.</u> Non-government sector
<input type="checkbox"/>	<u>15.</u> Public sector
<input type="checkbox"/>	<u>16.</u> Other

**I.2 Year of establishment (please, enter in the box below):**

**I.3. Location (please, enter the REGION where the organisation you work for is seated):**

**I.4. Present size (number of employees):**

<input type="checkbox"/>	<u>1.</u> 1-9	<input type="checkbox"/>	<u>2.</u> 10-49	<input type="checkbox"/>	<u>3.</u> 50-99	<input type="checkbox"/>	<u>4.</u> 100-249	<input type="checkbox"/>	<u>5.</u> 250+
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## **SECTION II. SUCCESS STORIES IN THE FIELD OF SUSTAINABILITY-ORIENTED INTRAPRENEURSHIP**

**II.1. Have there been any sustainability-oriented activities in your organisation and if “yes”, who initiated them?**

**II.2. Can you describe an experience of yours, when your employees acted intrapreneurially and this led to improving the sustainability orientation of your organisation? How did it start? Which were, in your view, the main motives? How did it progress? Can you describe the particular steps that your employees followed? What impact did it have on your organisation and on your employees in particular?**

**II.3. What sustainability-related effects has your employees' involvement in the above activities generated?**

**II.4. Can you identify at least 3 key characteristics of your employees' behaviour and mindset, that helped them act intrapreneurially and improve the sustainability orientation of your organisation? Please, explain your answer.**



**II.5. Can you identify at least 3 key features of your organisation's settings, that encouraged your employees to be more intrapreneurial and thus contribute to the implementation of sustainability-focused practices, processes and priorities within your organisation? Please, explain your answer.**

**II.6. How would you describe your employees' level of ADEQUACY of the skills and competences necessary for implementing the above intrapreneurial activities?**

**Thank you for taking the time to participate in this interview!**

*Your contribution is highly appreciated!*

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**JÄTKUSUUTLIKKUS JA SÄÄSTEV ARENG LÄBI SISETTEVÕTLUSE:  
HEADE PRAKTIKATE JA KOGEMUSTE ANALÜÜS  
POOLSTRUKTUREERITUD INTERVJU KÜSIMUSED TÖÖTAJATELE**

SINTRA - jätkusuutlikkuse saavutamine sisettevõtluse kaudu on kaheaastane Erasmus + projekt (KA2: täiskasvanuhariduse strateegilised partnerlused), mille eesmärk on pakkuda integreeritud tuge, mis on kohandatud organisatsioonide vajadustele, et arendada sisettevõtluse alaseid oskusi, pädevusi ja hoiakuid mõlema - nii töötajatele kui ka tööandjate hulgas organisatsioonide keskkonna-, sotsiaalse ja majandusliku jätkusuutlikkusega seotud tegevuse parandamise eesmärgiga.

*Säästev areng* ettevõtluses keskendub organisatsiooni poliitika ja tavade mõjule keskkonnas ja ühiskonnas, mis on seotavad organisatsiooni elujõulisuse ja konkurentsivõimega.

*Sisettevõtlus* on ettevõtlik käitumine uuenduslike toodete või teenuste väljatöötamiseks ning töökorralduse alaste muudatuste tegemiseks organisatsioonis.

Käesolev uuring viiakse läbi sihiga selgitada head praktikad ja edulood jätkusuutlikkusele orienteeritud sisettevõtluse valdkonnas; samuti selleks, et täita lünki organisatsioonide ja töötajate sisettevõtlusele orienteeritud mõtteviisis. Uuringu tulemusi kasutatakse koolitusmaterjalide väljatöötamisel, et arendada sisettevõtja oskusi ja mõtteviisi tööandjate ja töötajate seas, toetamaks nende keskkonnavalast, sotsiaalset / majanduslikku jätkusuutlikkust. Vasajate nimesid ja organisatsioone ei avaldada ning tulemusi kasutatakse vaid üldistatud kujul.

Palun kirjutage oma vastused järgnevalt esitatud küsimustele ja esitage küsimustik **Taimi Elenurm**; [taimi.elenurm@mail.ee](mailto:taimi.elenurm@mail.ee)

**I. OSA: ISIKLIKUD ANDMED**

**I.1. Kodakondsus**

<u>1.</u> Estonia
<u>2.</u> Muu .....(märkige)

**I.2. Sugu**

<input type="checkbox"/>	<u>1.</u> Mees	<input type="checkbox"/>	<u>2.</u> Naine
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**I.3. Vanus**

<input type="checkbox"/>	<u>1.</u> 20-29	<input type="checkbox"/>	<u>2.</u> 30-39	<input type="checkbox"/>	<u>3.</u> 40-49	<input type="checkbox"/>	<u>4.</u> 50-59	<input type="checkbox"/>	<u>5.</u> 60+
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#### I.4. Haridus (valige kõrgeim omandatud haridustasemete hulgast)

<u>1.</u> Keskkharidus	<u>2.</u> Kutseharidus
<u>3.</u> Rakenduskõrgharidus	<u>4.</u> Magistri või doktori kraad

#### I.5. Positsioon/ amet organisatsioonis\_

.....

### **II OSA: UURINGUS OSALEVA ORGANISATSIOONI ANDMED**

#### **II.1. Tegevusvaldkond**

1. Kinnisvara, üürimine ja haldamine
2. Ehitus
3. Hulgi- ja jaekaubandus, remont
4. Transport, laondus ja side
5. Teenindus
6. Tootmine
7. Põllumajandus, jahindus ja metsandus;
8. Kalapüük
9. Haridus
10. Turism, sh. hotellid ja restoranid
11. Tervishoid ja sotsiaaltöö
12. Finantsvahendus
13. Info- ja kommunikatsioonitehnoloogia
14. Valitsusväline sektor
15. Avalik sektor
16. Muu

#### **II.2. Asutamise aasta .....**

#### **II.3. Asukoht (maakond, linn/ vald).....**

#### **II.4. Praegune töötajate arv:**

1. 1-9   2. 10-49   3. 50-99   4. 100-249   5. 250+

### **III osa. JÄTKUSUUTLIKKUSELE SUUNATUD SISEETTEVÕTLUSE TAVAD**

III.1. Kas teie organisatsioonis on olnud jätkusuutlikkusele suunatud tegevusi ja kui jah, siis kes need algatas?

III.2. Kirjeldage oma kogemusi siseettevõtluse vallas, mis on parandanud organisatsiooni jätkusuutlikkusele orienteeritust? Kuidas see algas? Mis olid teie arvates peamised motiivid? Kuidas kulges? Kirjeldage samme, mida seejuures läbisite? Millist mõju avaldas selline tegevus teie organisatsioonile ja eriti teile endale?

III.3. Millise jätkusuutlikkust/ säästvat arengut mõjutanud tulemus teie osalemine nendes tegevustes andis?

III.4. Nimetage vähemalt 3 oma käitumist ja mõtteviisi iseloomustavat omadust või tunnust, mis aitasid teil etevõtlikult tegutseda ja seeläbi oma organisatsiooni jätkusuutlikkusele/ säästlikkusele orienteeritust parandada?

Palun selgitage oma vastust.

III.5. Nimetage vähemalt kolm oma organisatsiooni tunnust või toimimise printsiipi, mis julgustasid teid ettevõtlikkusele, (nii et selle tulemusena õnnestus teil oma organisatsioonis säästlikkusele orienteeritud tavasid, protsesse ja prioriteete rakendada)?

Palun selgitage oma vastust.

III.6. Kuidas kirjeldaksite oma oskusi ja pädevusi, mis on vajalikud ülalnimetatud siseettevõtlike tegevuste rakendamiseks? Milliseks hindate nende piisavust? Mida peate vajalikuks juurde õppida?

Täname, et leidsite küsimustiku täitmiseks aega! Hindame Teie panust!

**JÄTKUSUUTLIKKUS JA SÄÄSTEV ARENG LÄBI SISETTEVÕTLUSE:  
HEADE PRAKTIKATE JA KOGEMUSTE ANALÜÜS  
POOLSTRUKTUREERITUD INTERVJU KÜSIMUSED TÖÖANDJATELE/ JUHTIDELE**

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II.2. Kirjeldage oma kogemusi sellest, kuidas teie organisatsiooni töötajad on käitunud siseettevõtlikult ning on parandanud organisatsiooni jätkusuutlikkusele orienteeritust?

Millest see algas? Mis olid teie arvates peamised motiivid? Kuidas see kulges? Kirjeldage samme, mida teie ettevõtte töötajad seejuures läbisid? Millist mõju avaldas selline tegevus teie organisatsioonile ja eriti teie töötajatele endile?

II.3. Millise jätkusuutlikkust/ säästvat arengut mõjutanud tulemuse teie töötajate osalemine nendes tegevustes andis?

II.4. Nimetage vähemalt 3 oma käitumist ja mõtteviisi iseloomustavat omadust või tunnust, mis aitasid teie töötajatel ettevõtlikult tegutseda ja seeläbi oma organisatsiooni jätkusuutlikkusele/ säästlikkusele orienteeritust parandada?

Palun selgitage oma vastust.

II.5. Nimetage vähemalt kolm oma organisatsiooni tunnust või toimimise printsiipi, mis julgustasid teie töötajaid ettevõtlikkusele, (nii et selle tulemusena õnnestus teil oma organisatsioonis säästlikkusele orienteeritud tavad, protsesse ja prioriteete rakendada)?

Palun selgitage oma vastust.

II.6. Kuidas kirjeldaksite oma töötajate oskusi ja pädevusi, mis on vajalikud ülalnimetatud siseettevõtlike tegevuste rakendamiseks? Milliseks hindate nende oskuste ja päevuste piisavust? Mida peate vajalikuks juurde õppida?

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