



## MODULE 3



<b>ETHICAL AND SUSTAINABLE THINKING</b>	
Duration:	5 hours
Learning objectives/outcomes:	<ol style="list-style-type: none"> <li>1. Identify ethical dilemmas and build a personal and professional framework for responsible choices in business</li> <li>2. Integrate sustainability principles into business models and anticipate future challenges to adapt strategies</li> <li>3. Develop coping mechanisms for ethical pressures and embrace cultural diversity for inclusive business practices</li> <li>4. Understand global sustainability issues and adjust business strategies to address cross-border ethical challenges</li> </ol>
Sub-Modules:	<ol style="list-style-type: none"> <li>3.1 Ethical awareness: Understanding ethical implications in business</li> <li>3.2 Sustainable Thinking: Incorporating sustainability into decision-making</li> <li>3.3 Resilience and flexibility: Building resilience and adaptability</li> <li>3.4 Cultural awareness: Embracing cultural diversity and perspectives</li> </ol>
Resources and devices:	<ul style="list-style-type: none"> <li>• Raworth, K. (2017). Doughnut Economics: Seven Ways to Think Like a 21st-Century Economist.</li> <li>• Crane, A., Matten, D., Glozer, S., Spence, L. (2019). Business Ethics: Managing Corporate Citizenship and Sustainability in the Age of Globalization.</li> <li>• Mackey, J., Sisodia, R. (2014) Conscious Capitalism, With a New Preface by the Authors: Liberating the Heroic Spirit of Business.</li> </ul>



	<ul style="list-style-type: none"><li>• Chouinard, Y., Klein, N. (2016) Let My People Go Surfing: The Education of a Reluctant Businessman.</li><li>• Weiss, J. W. (2014). Business ethics: a stakeholder and issues management approach.</li><li>• Johnson C. E. (2006). Ethics in the Workplace: Tools and Tactics for Organizational Transformation.</li><li>• Hartman, L., Desjardins, J., MacDonald, C. (2020). Business Ethics: Decision Making for Personal Integrity &amp; Social Responsibility.</li><li>• Neuronswaves. (2023). Critical Thinking, Logic &amp; Problem Solving: The Complete Guide to Superior Thinking, Systematic Problem Solving, Making Outstanding Decisions, and Uncover Logical Fallacies Like a Pro.</li><li>• Lacy, P. (2020). The Circular Economy Handbook: Realizing the Circular Advantage.</li><li>• Robertson, M. (2021). Sustainability Principles and Practice (3<sup>rd</sup> edition)</li><li>• Chouinard, Y. (2012). The Responsible Company: What We've Learned From Patagonia's First 40 Years.</li><li>• Greitens, E. (2016). Resilience: Hard-Won Wisdom for Living a Better Life.</li><li>• McGonigal, K. (2016). The Upside of Stress: Why Stress Is Good for You, and How to Get Good at It.</li><li>• Meyer, E. (2014). The Culture Map: Breaking Through the Invisible Boundaries of Global Business.</li><li>• Livermore, D. (2022). Leading with Cultural Intelligence: The Real Secret to Success.</li></ul>
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	<ul style="list-style-type: none"> <li>• “The True Cost” (2015) – Documentary (<a href="https://www.youtube.com/watch?v=wp0Bx0awoE">https://www.youtube.com/watch?v=wp0Bx0awoE</a>)</li> <li>• TED talk: Can we make businesses more ethical?, Elena Lopez (<a href="https://www.youtube.com/watch?v=yMm6u4hf0jw">https://www.youtube.com/watch?v=yMm6u4hf0jw</a>)</li> <li>• YT video: Business Ethics, The Impact of Ethics on Business (<a href="https://www.youtube.com/watch?v=A9i8dwKC7TE">https://www.youtube.com/watch?v=A9i8dwKC7TE</a>)</li> <li>• YT video: Business Ethical Dilemmas and Stakeholders (<a href="https://www.youtube.com/watch?v=ahH_P_5yVSo">https://www.youtube.com/watch?v=ahH_P_5yVSo</a>)</li> <li>• YT video: The power of resilience: David Cooperrider (<a href="https://www.youtube.com/watch?v=-SoAKaTKAYA">https://www.youtube.com/watch?v=-SoAKaTKAYA</a>)</li> <li>• YT video: Emotional Intelligence: Stress Management – Stress Tolerance (<a href="https://www.youtube.com/watch?v=r5qZpVWTxM">https://www.youtube.com/watch?v=r5qZpVWTxM</a>)</li> <li>• YT video: How diversity makes teams more innovative – Rocio Lorenzo, TED (<a href="https://www.youtube.com/watch?v=PtPG2IAmm4">https://www.youtube.com/watch?v=PtPG2IAmm4</a>)</li> <li>• YT video: How cultural differences affect business, Erin Meyer (<a href="https://www.youtube.com/watch?v=zQvqDv4vbEg">https://www.youtube.com/watch?v=zQvqDv4vbEg</a>)</li> </ul>
<p>Assessment approach:</p>	<p>Quizzes &amp; multiple-choice questions Self-reflection Peer feedback Group discussion Facilitators evaluation Post-activity reflection Case study analysis</p>



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Skills/abilities developed:	Ethical awareness Moral reasoning Integrity Sustainable thinking Environmental consciousness Strategic foresight Resilience Flexibility Stress tolerance Cultural awareness Inclusivity Global perspective
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## Submodule 3.1

### Ethical Awareness: Understanding ethical implications in business

→ **skills:**

1. Ethical awareness
2. Moral reasoning
3. Integrity

<b>ETHICAL AWARENESS: UNDERSTANDING ETHICAL IMPLICATIONS IN BUSINESS</b>
<b>Activity 1: The Ethics Lab: Solving Real-World Business Dilemmas</b>
<b>Duration:</b> 1,5 hours
<b>Specific Learning Objectives</b> <ol style="list-style-type: none"><li>1. Recognize ethical dilemmas in real-world business situations.</li><li>2. Apply ethical frameworks to evaluate decisions and suggest solutions.</li><li>3. Develop skills in moral reasoning and understand the implications of business actions on various stakeholders.</li></ol>
<b>Methodology, Resources and Devices</b> <b>Methodologies:</b> lecture, case study analysis, group discussion, debrief <b>Tools used:</b> presentation slides, case study scenarios featuring ethical dilemmas
<b>Description of the activity and Key Concepts</b> <b>Description:</b> Begin by briefly introducing ethical dilemmas, ethical decision-making models and corporate social responsibility (CSR). Then divide learners into teams and embark on an "Ethics Quest", a series of mini challenges based on real-world business ethical dilemmas. Each scenario is introduced as a "mission," where teams must discuss and apply ethical frameworks to propose solutions. As they work through the missions, they earn points for correct ethical reasoning, thoughtful solutions, and collaboration. After 25 minutes, the team with the most points become the "Ethical Champions." After completion participants reflect on how the ethical principles influenced their choices and whether they would have made the same decision in a real-world context. <b>Key concepts:</b> ethical decision-making models, ethical dilemmas, stakeholder impact, corporate social responsibility.
<b>Assessment</b> Online decision-making quiz, case study analysis, reflection exercise, ethical reasoning self-assessment.

**Skills/Abilities developed**

*Critical thinking & analysis:* Analyzing complex scenarios and applying ethical decision-making tools.

*Moral reasoning:* Evaluating different perspectives and choosing the most ethical course of action.

*Team collaboration:* Working with others to develop ethical solutions and improve decision-making skills.

*Problem-solving:* Developing well-thought-out responses to ethical business challenges.

**Further readings, activities, materials, best practices****Readings, materials:**

- Weiss, J. W. (2014). Business ethics: a stakeholder and issues management approach.
- Johnson C. E. (2006). Ethics in the Workplace: Tools and Tactics for Organizational Transformation.
- Hartman, L., Desjardins, J., MacDonald, C. (2020). Business Ethics: Decision Making for Personal Integrity & Social Responsibility.
- YT video: Business Ethics, The Impact of Ethics on Business (<https://www.youtube.com/watch?v=A9i8dwKC7TE>)
- YT video: Business Ethical Dilemmas and Stakeholders ([https://www.youtube.com/watch?v=ahH\\_P\\_5yVSo](https://www.youtube.com/watch?v=ahH_P_5yVSo))
- TED talk: Can we make businesses more ethical?, Elena Lopez (<https://www.youtube.com/watch?v=yMm6u4hf0jw>)

**Best practices from Kenya:**

- *Greenwashing:* Companies must ensure their sustainability claims are genuine, not just marketing tactics. Safaricom and Kenya Airways work to ensure that their environmental initiatives are transparent and measurable.
- *Fair trade:* Companies like Twiga Foods face the dilemma of ensuring that farmers get fair compensation while maintaining business profitability. Their approach involves paying fair prices and reducing inefficiencies.
- *Corporate social responsibility:* Businesses like Moringa School face the ethical dilemma of accessibility to education for underprivileged groups, balancing profitability with their social missions.

## TRAINING TOOLBOX MATERIAL

### The Ethics Lab: Solving Real-World Business Dilemmas

Description	Methodology	Time	Material
<p><b>Introduction to ethics</b> Briefly introduce the concepts of ethical awareness, moral reasoning and integrity. Explain the importance of ethical awareness and integrity. Use a multiple-choice quiz to reinforce knowledge.</p>	Lecture	15 min	Slides & quiz
<p><b>Ethics Quest: Case study analysis</b> Present the Ethics Quest activity: activity consists of specific challenges and responses for each level. Each challenge presents a business scenario, followed by ethical dilemmas, and the learners will have to select the correct solution. They will use the ethical decision-making tool to evaluate each ethical dilemma. The team with the most points become the "Ethical Champions."</p>	Experiential learning	45 min	Case study document ( <i>annex 1</i> )
<p><b>Reflection</b> Once participants complete the ethics quest exercise, they can reflect on how the ethical principles influenced their choices and whether they would have made the same decision in a real-world context.</p>	Q & A / Discussion	30 min	Discussion board / forum

Annex 1

#### **Ethics quest: Solve the dilemma and earn points**

##### **Challenge 1: The greenwashing dilemma**

- **Scenario:**  
A large multinational company has developed a new line of eco-friendly products, claiming to be 100% sustainable. Upon deeper review, it's revealed that while some materials are sustainable, a significant portion of the product line is made using environmentally harmful manufacturing processes. The company is deciding how to proceed with the marketing and sales of the product.
- **Ethical dilemma:**  
Should the company continue to market the products as fully eco-friendly, or should they disclose the partial truth to the consumers?
- **Answer options:**
  1. Continue with the marketing campaign as is, exaggerating the sustainability claims to boost sales.
  2. Modify the marketing campaign to highlight only the sustainable aspects of the product, downplaying the unsustainable elements.
  3. Disclose the full truth, including both the sustainable and unsustainable aspects, and rework the product to meet sustainability standards.

4. Halt production until the company can source 100% sustainable materials, but delay profits.

### **Challenge 2: The Labor Exploitation Dilemma**

- **Scenario:**

A company is in the process of shifting some of its production to a developing country where labor costs are low. A third-party audit reveals that workers in the facility are being paid less than minimum wage, working overtime without compensation, and have limited access to healthcare. The company faces the decision of whether to continue outsourcing production to this facility.

- **Ethical Dilemma:**

Should the company continue outsourcing to this low-cost facility despite unethical labor conditions, or should they invest in fair wages and improve the workers' conditions, which would significantly increase production costs?

- **Answer Options:**

1. Continue outsourcing to the facility, as the increase in costs would negatively affect profitability and the company's competitive edge.
2. Shift production back to a more expensive country, ensuring fair wages but decreasing profitability in the short-term.
3. Address the issue by negotiating better wages and conditions without completely restructuring the business model.
4. Continue with the current labor conditions but donate a percentage of profits to charitable causes related to worker rights.

### **Challenge 3: The Sustainability-Technology Dilemma**

- **Scenario:**

A tech company has developed an innovative AI technology that can significantly reduce energy consumption in industries. However, the production of the hardware required to support the AI involves significant environmental damage, especially in terms of resource depletion and pollution. The company is debating whether to scale the technology or work on reducing the environmental cost of its production.

- **Ethical Dilemma:**

Should the company focus on scaling the AI technology for energy conservation, even though its production creates significant environmental harm, or should they hold off on scaling and instead focus on making the technology more environmentally friendly?

- **Answer Options:**

1. Scale the technology to maximize energy conservation benefits, disregarding the environmental harm caused by the hardware production.
2. Pause scaling the technology and invest in making the production of hardware more sustainable before launching on a large scale.
3. Scale the technology and invest a small portion of profits into offsetting the environmental impact through carbon credits.

4. Discontinue the AI project altogether and look for alternative methods of achieving energy conservation.

#### **Challenge 4: The Community Impact Dilemma**

- **Scenario:**

A renewable energy company plans to build a wind farm in a rural community to generate clean energy. However, the construction of the farm would displace local farmers, disrupt local ecosystems, and harm the livelihoods of nearby residents who depend on the land for agriculture. The company must decide whether to proceed with the project or seek an alternative solution.
- **Ethical Dilemma:**

Should the company prioritize the broader environmental benefits of the wind farm, or should they take the social and community impact into account, potentially forgoing the project?
- **Answer Options:**
  1. Proceed with the wind farm construction, as the long-term environmental benefits of renewable energy outweigh the short-term displacement of local farmers.
  2. Develop a compensation and relocation plan for affected families, while proceeding with the wind farm construction.
  3. Cancel the project and seek other ways to generate renewable energy without disrupting the local community.
  4. Move forward with the project but ensure that only a minimal portion of the land is used to mitigate harm to local communities.

#### **Challenge 5: The Transparency in Reporting Dilemma**

- **Scenario:**

A company has conducted a detailed sustainability audit, revealing significant areas for improvement, including high levels of waste and energy inefficiency. The company's board decides whether to include the audit results in its annual report or to present only the positive aspects of its sustainability efforts to stakeholders.
- **Ethical Dilemma:**

Should the company be fully transparent about its sustainability shortcomings, or should they focus only on the positive results to maintain their public image?
- **Answer Options:**
  1. Only report the positive results to avoid public backlash and protect the company's reputation.
  2. Publish the full audit, including both the positive and negative results, and outline plans for improvement.
  3. Include the positive results and provide a vague statement about areas needing improvement.
  4. Publish the audit results only internally and only share success stories externally.

## Correct answers:

### Challenge 1: The greenwashing dilemma

Option 3: Disclose the full truth, including both the sustainable and unsustainable aspects, and rework the product to meet sustainability standards.

Explanation: Full transparency is necessary for ethical business practices.

Disclosing partial truths can still mislead consumers and damage long-term trust.

Reworking the product to meet sustainability standards reflects integrity and a commitment to true sustainability.

### Challenge 2: The Labor Exploitation Dilemma

Option 2: Shift production back to a more expensive country, ensuring fair wages but decreasing profitability in the short-term.

Explanation: The company must prioritize the dignity and rights of workers over profits.

Continuing to exploit workers would lead to reputational damage and ethical issues.

Moving production to a more ethical location aligns with sustainable business practices and corporate social responsibility.

### Challenge 3: The Sustainability-Technology Dilemma

Option 2: Pause scaling the technology and invest in making the production of hardware more sustainable before launching on a large scale.

Explanation: While the AI's potential to reduce energy consumption is valuable, the company must ensure that its environmental footprint does not outweigh the benefits.

Sustainability in all aspects of production, including hardware, is necessary for ethical decision-making.

### Challenge 4: The Community Impact Dilemma

Option 2: Develop a compensation and relocation plan for affected families, while proceeding with the wind farm construction.

Explanation: While the wind farm offers long-term environmental benefits, the company must balance these with the short-term harm caused to local communities.

Ethical decision-making involves ensuring that the local community is supported through fair compensation and relocation plans.

### Challenge 5: The Transparency in Reporting Dilemma

Option 2: Publish the full audit, including both the positive and negative results, and outline plans for improvement.

Explanation: Transparency is key in building trust with stakeholders. Acknowledging areas for improvement and committing to addressing them demonstrates integrity and a long-term commitment to sustainability.

## Instructions for scoring and feedback

- Each correct answer earns **10 points**.
- Bonus points (up to **5 additional points**) are awarded for providing clear justifications for answers using ethical frameworks (e.g., **utilitarianism, rights-based ethics, virtue ethics**).
- Immediate feedback will be provided after each answer, explaining why the selected option is either correct or incorrect.

## Final leaderboard example

Team Name	Challenge 1	Challenge 2	Challenge 3	Challenge 4	Challenge 5	Total Points
Team A	10	10	10	10	10	50
Team B	10	10	10	10	10	50
Team C	10	10	10	10	10	50

## Ethical decision-making framework

### 1. Identify the ethical Issue

- What is the ethical dilemma or problem you are facing?
- Who are the stakeholders involved (e.g., company, employees, consumers, the environment, local community)?
- What is at stake for each of the stakeholders?

### 2. Gather relevant facts

- What are the facts about the situation?
- What are the potential outcomes of each decision?
- Are there any legal, environmental, or societal considerations that need to be taken into account?
- Is there any additional data or research needed to make an informed decision?

### 3. Consider the ethical principles

- **Utilitarianism (The Greatest Good):** Which decision maximizes overall benefits and minimizes harm?
- **Rights-based approach:** Which decision respects the rights of all stakeholders?
- **Justice and fairness:** Which decision ensures fairness and equitable treatment for all parties involved?
- **Virtue ethics:** Which decision reflects moral virtues such as honesty, integrity, fairness, and courage?

### 4. Evaluate the alternatives

- What are the possible courses of action?
- For each alternative, consider the following:
  - **Short-term and long-term effects:** What are the immediate and future consequences of each action?
  - **Impact on stakeholders:** How will each decision affect different groups (e.g., employees, customers, environment)?
  - **Ethical and legal implications:** Does the alternative respect ethical and legal standards?

### 5. Make a decision

- Based on your evaluation, which course of action seems the most ethically sound?
- Which decision best aligns with your ethical values (e.g., integrity, fairness, respect for rights, sustainability)?



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# **ETHICAL AWARENESS, MORAL REASONING & INTEGRITY**

Understanding ethical  
implications in business



- **Ethical dilemmas** arise when choosing between competing values.
- **Ethical awareness** helps us recognize these dilemmas.
- **Moral reasoning** guides decision-making based on fairness and justice.
- **Integrity** means staying true to ethical values despite pressure.

# INTRODUCTION

# WHY ETHICS MATTER IN BUSINESS?

- Builds trust with customers and employees.
- Prevents legal and financial risks.
- Enhances reputation and long-term success.
- Contributes to sustainable business practices.



# KEY CONCEPTS



- **Ethical awareness:**  
recognizing ethical issues in business decisions
- **Moral reasoning:**  
applying fairness, justice, and long-term impact.
- **Integrity:**  
acting according to ethical values, even under pressure.

# KEY CONCEPTS



- **Ethical dilemma:**  
a situation where a decision involves conflicting moral values, with no clear right or wrong answer
- **Ethical decision making model:**  
a structured approach to making ethical choices by evaluating values, consequences, and stakeholders.
- **Corporate social responsibility:**  
a business approach that integrates ethical, social, and environmental concerns

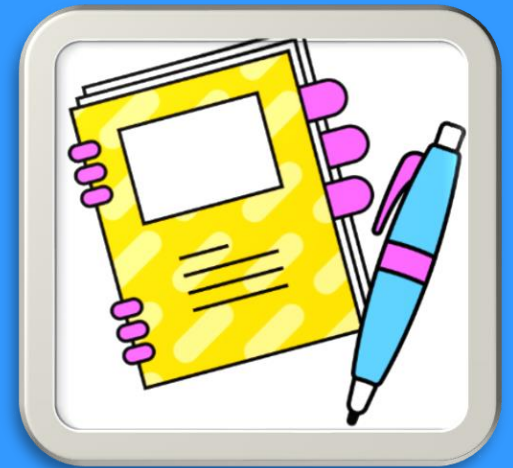
- A company faces pressure to cut costs but must ensure fair wages.
- A business can use sustainable packaging, but it's more expensive.
- A manager must choose between transparency and protecting company secrets.
- A tech company collects user data—how should it ensure privacy?



# REAL-WORLD ETHICAL DILEMMAS

# REFLECTION & DISCUSSION

- How do ethical decisions impact a company's reputation?
- Have you ever faced an ethical dilemma in business or personal life?
- What values are most important when making ethical choices?





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# THANK YOU



## Submodule 3.2

### Sustainable Thinking: Incorporating sustainability into decision-making

→ **skills:**

1. Sustainable thinking
2. Environmental consciousness
3. Strategic foresight

<b>SUSTAINABLE THINKING: INCORPORATING SUSTAINABILITY INTO DECISION-MAKING</b>
<b>Activity 1: Sustainability dilemma – The green business challenge</b>
<b>Duration:</b> 1 hour
<b>Specific Learning Objectives</b> <ol style="list-style-type: none"><li>1. Identify sustainability factors in business decision-making.</li><li>2. Analyze the environmental and long-term economic impact of business practices.</li><li>3. Develop strategic foresight to anticipate sustainability risks and opportunities.</li></ol>
<b>Methodology, Resources and Devices</b> <p><b>Methodologies:</b> gamification (scenario-based decision-making), interactive mapping, group discussion</p> <p><b>Tools used:</b> presentation slides, digital whiteboard (Miro, Mural) or worksheet, rpe-designed sustainability puzzle pieces (each representing a key sustainability concept or decision).</p>
<b>Description of the activity and Key Concepts</b> <p><b>Description:</b> The session will set the foundation for understanding how businesses can balance environmental, social, and economic considerations while ensuring long-term success.</p> <p>The trainer will begin with an interactive discussion on what sustainability means in a business context, emphasizing its importance beyond environmental concerns. Participants will explore key questions such as:</p> <ul style="list-style-type: none"><li>• Why is sustainability crucial for businesses today?</li><li>• How do companies make decisions that impact the planet, people, and profits?</li><li>• What are some real-world challenges businesses face when trying to be sustainable?</li></ul> <p>The trainer will highlight the role of strategic foresight in sustainability—anticipating future challenges and making proactive, responsible choices. This introduction will prepare participants for the Sustainability Puzzle activity, where they will assess and categorize business decisions based on sustainability principles.</p>

Participants receive a set of puzzle pieces, each containing a business challenge (e.g., sourcing materials, waste management, energy use). Their task is to connect them logically to sustainability principles (e.g., circular economy, carbon footprint reduction). By the end, they evaluate how different sustainability choices create interconnected impacts.

**Key concepts:** sustainable thinking, environmental consciousness, strategic foresight.

### **Assessment**

Multiple-choice questions quiz, Interactive sustainability puzzle, group evaluation.

### **Skills/Abilities developed**

Critical thinking and systems thinking.

Problem-solving and decision-making.

Strategic planning with a sustainability focus.

### **Further readings, activities, materials, best practices**

#### **Readings, materials, best practices:**

- Neuronswaves. (2023). *Critical Thinking, Logic & Problem Solving: The Complete Guide to Superior Thinking, Systematic Problem Solving, Making Outstanding Decisions, and Uncover Logical Fallacies Like a Pro.*
- Lacy, P. (2020). *The Circular Economy Handbook: Realizing the Circular Advantage.*
- Robertson, M. (2021). *Sustainability Principles and Practice (3<sup>rd</sup> edition)*
- Chouinard, Y. (2012). *The Responsible Company: What We've Learned From Patagonia's First 40 Years.*

#### **Best practices:**

- Safaricom (Kenya) – Integrating sustainability in telecommunications (e.g., M-Pesa's financial inclusion).
- M-KOPA Solar (Kenya) – Affordable solar home systems for low-income households.
- Twiga Foods (Kenya) – Reducing food waste through digitalized supply chains.

# TRAINING TOOLBOX MATERIAL

## Sustainability puzzle – connecting the dots

This activity engages participants in an interactive **problem-solving exercise** where they piece together sustainability challenges and business strategies. It enhances **sustainable thinking, environmental consciousness, and strategic foresight** by making participants visualize the **cause-and-effect relationships** in sustainable business practices.

### Objective:

Participants will analyze real-world sustainability challenges and match them with possible solutions, long-term impacts, and key sustainability principles in a puzzle-like format.

### Methodology:

**Gamification:** Participants solve a puzzle by matching different business scenarios to sustainability solutions.

**Collaborative Problem-Solving:** They work individually or in groups to justify their decisions.

**Reflection & Discussion:** They evaluate how different sustainability choices create interconnected impacts.

### Tools used

Digital Whiteboard Tools (Miro, MURAL) for an online version.

Printable Puzzle Pieces (for in-person sessions).

Decision Matrix Worksheet for structured reasoning.

### How the puzzle works

Participants receive a set of Challenge cards, Solution cards, and Impact cards. Each set represents a part of the puzzle:

- Challenge cards – Real-world sustainability dilemmas businesses face.
- Solution cards – Strategies or business actions that address the challenges.
- Impact cards – Environmental, social, and financial consequences of each decision.

Participants must correctly match a Challenge card with a Solution card and an Impact card, forming a complete sustainability decision cycle.

Once all three cards are matched, participants present and justify their decision.

The facilitator leads a discussion on the effectiveness of different solutions.

If online, use a **drag-and-drop quiz format** where participants match the Challenge, Solution, and Impact.

### Card types and structure

Each set of cards consists of:

1. Challenge cards (Problem Statement)
2. Solution cards (Sustainable Business Action)
3. Impact cards (Long-Term Effects)

Participants match one card from each category to form a logical sustainability decision cycle.

## Example card sets

### Challenge cards (Problem statement)

These describe real-world sustainability dilemmas businesses face.

Text Format:

*"Your company is facing X problem due to unsustainable practices. Customers, investors, and regulators expect a solution."*

Examples:

- *Fast Fashion & Waste:*  
"Your fashion brand produces cheap, trendy clothing, but 60% of products end up in landfills within a year. Consumers are demanding more sustainable fashion choices."
- *Electronic Waste:*  
"Your smartphone company's old models are being discarded, creating electronic waste. Customers complain about planned obsolescence."
- *Deforestation & Palm Oil:*  
"Your snack company uses palm oil sourced from deforested regions, leading to environmental backlash and potential regulatory fines."
- *Carbon Emissions from Factories:*  
"Your manufacturing plants rely on coal energy, emitting high levels of CO<sub>2</sub>, and regulators are enforcing new emission limits."
- *Plastic Packaging Pollution:*  
"Your food company uses single-use plastic for packaging, and governments are introducing bans on non-recyclable plastics."

### Solution cards (Sustainable business action)

These offer a practical, sustainable solution to each challenge.

Text Format:

*"Your company implements X sustainable strategy to address the issue and align with global sustainability goals."*

Examples:

- *Fast Fashion & Waste:*  
"Introduce a clothing recycling program and use organic, biodegradable fabrics in production."
- *Electronic Waste:*  
"Launch a trade-in program, refurbish and resell old devices, and design modular smartphones for easy repairs."
- *Deforestation & Palm Oil:*  
"Source palm oil from certified sustainable suppliers and invest in reforestation initiatives."
- *Carbon Emissions from Factories:*  
"Switch factory operations to renewable energy (solar, wind, hydro) to reduce emissions and improve energy efficiency."
- *Plastic Packaging Pollution:*  
"Develop biodegradable and compostable packaging, and encourage customers to use reusable containers."

### Impact cards (Long-term effects)

These describe the consequences of implementing (or failing to implement) the solution.

Text Format:

*"As a result of your decision, X happens in the short and long term."*

Examples:

- *Fast Fashion & Waste:*
  - ✓ "Your brand's reputation improves, waste is reduced, and production costs stabilize over time."
  - X "Short-term sales drop due to higher costs, but long-term customer loyalty increases."
- *Electronic Waste:*
  - ✓ "E-waste decreases, customer trust improves, and regulatory compliance prevents future penalties."
  - X "Recycling infrastructure costs are high at first, but market differentiation leads to long-term profits."
- *Deforestation & Palm Oil:*
  - ✓ "Biodiversity loss slows, consumer trust rises, and legal risks decrease."
  - X "Supplier costs rise, but ethical branding attracts eco-conscious customers."
- *Carbon Emissions from Factories:*
  - ✓ "Your company cuts emissions by 40%, gains carbon credits, and meets sustainability standards."
  - X "Initial investments are high, but long-term energy savings outweigh costs."
- *Plastic Packaging Pollution:*
  - ✓ "Waste in oceans and landfills decreases, and brand value improves."
  - X "Eco-packaging costs are higher initially, but regulations favor your business over competitors."



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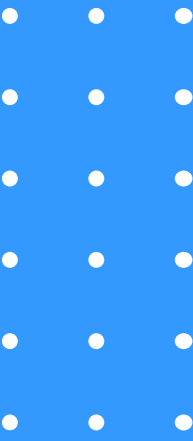
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**SUSTAINABLE  
THINKING IN  
BUSINESS DECISION-  
MAKING**



- **Definition:** sustainable thinking means incorporating environmental, social, and long-term economic impacts into business decisions..
- **Core purpose:** to make choices that meet present needs without compromising future generations.
- **Three pillars:**  
🌍 Environmental - 🌐 Social - 💰 Economic

# WHAT IS SUSTAINABLE THINKING?

# WHY SUSTAINABILITY MATTERS IN BUSINESS



## **Growing expectations:**

Customers, investors, and regulators increasingly demand sustainable behavior.

## **Business reasons to care:**

- Risk reduction (e.g. regulations, resource shortages)
- Long-term profitability and brand loyalty
- Access to new markets and innovation

**Real-world challenges include:** unsustainable sourcing, energy inefficiency, waste and pollution, ethical supply chain dilemmas.

# FROM COMPLIANCE TO STRATEGY



*Sustainability is not just about regulations. It is a strategic advantage.*

Companies that embed sustainability into their **core operations**:

- Anticipate future trends
- Strengthen brand trust
- Enhance resilience and adaptability

**Sustainability = smarter long-term decision-making**

# KEY CONCEPTS



- **Sustainable thinking:**  
Systems-based mindset that considers long-term, global impacts.
- **Environmental consciousness:**  
Awareness of how business actions affect ecosystems and climate.
- **Strategic foresight:**  
The ability to anticipate and plan for future sustainability risks and opportunities.

 What environmental impacts does this decision create?

 Who are the affected stakeholders (employees, communities, future generations)?

 Can we adopt circular economy practices?

 Does this decision reflect our values of responsibility and fairness?



# GUIDING QUESTIONS FOR ETHICAL & SUSTAINABLE DECISIONS



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## Submodule 3.3

### Resilience and Flexibility: Building resilience and adaptability

→ **skills:**

1. Resilience
2. Flexibility
3. Stress tolerance

<b>RESILIENCE AND FLEXIBILITY: BUILDING RESILIENCE AND ADAPTABILITY</b>
<b>Activity 1: The resilience challenge: overcoming obstacles in business</b>
<b>Duration:</b> 1,5 hour
<b>Specific Learning Objectives</b> <ol style="list-style-type: none"><li>1. Understand resilience and its importance in business.</li><li>2. Recognize the impact of stress and change on decision-making and performance.</li><li>3. Develop strategies to build resilience and adaptability in business environments.</li><li>4. Learn how to manage and overcome challenges while maintaining mental well-being.</li></ol>
<b>Methodology, Resources and Devices</b> <b>Methodologies:</b> lecture, case-based learning, reflection & debriefing <b>Tools used:</b> presentation slides, scenario, discussion board
<b>Description of the activity and Key Concepts</b> <b>Description:</b> The trainer explains the concepts of resilience and flexibility in a business context, highlighting the significance of adapting to challenges and overcoming adversities in today's rapidly changing market environment. This foundation should be reinforced with real-world examples from Kenya, showcasing how businesses in the region have demonstrated resilience and adaptability during crises. Then participants work through a real-world scenario where a business faces a crisis or rapid change (e.g., economic downturn, sudden technological disruption, or market competition). They apply principles of resilience, flexibility, and stress tolerance to navigate the situation effectively. Each participant chooses their response to the scenario, and afterward, they reflect on the choices they made. After completing the activity, participants engage in a group discussion to share strategies for managing stress and adapting to change. The facilitator guides the discussion, offering insights into the practical applications of resilience in business settings.

**Key concepts:** resilience, flexibility, stress tolerance, adaptability, mental well-being.

### Assessment

Online quiz, Peer feedback, Reflection exercise, Group discussion.

### Skills/Abilities developed

*Resilience:* Learning to persevere and stay focused in the face of challenges.

*Flexibility:* Adapting to changing circumstances or unexpected situations.

*Stress tolerance:* Managing and reducing stress to maintain performance.

*Decision-making under pressure:* Applying critical thinking and creativity to overcome challenges.

*Problem-solving:* Using resilience techniques to find practical solutions in crisis situations.

*Team collaboration:* Working together to adapt to challenges and share strategies for overcoming obstacles.

### Further readings, activities, materials, best practices

#### Readings, materials, best practices:

- Greitens, E. (2016). *Resilience: Hard-Won Wisdom for Living a Better Life*.
- McGonigal, K. (2016). *The Upside of Stress: Why Stress Is Good for You, and How to Get Good at It*.
- YT video: The power of resilience: David Cooperrider (<https://www.youtube.com/watch?v=-SoAKaTKAYA>)
- YT video: Emotional Intelligence: Stress Management – Stress Tolerance (<https://www.youtube.com/watch?v=rr5qZpVWTxM>)

#### Best practices:

- **Safaricom:** During the COVID-19 pandemic, Safaricom, one of Kenya's largest mobile network providers, demonstrated resilience by quickly adapting its services to meet the increased demand for digital communication and mobile financial services. They accelerated the deployment of mobile money services (M-Pesa) and introduced new features to help businesses cope with restrictions, including enabling cashless payments and expanding e-commerce options.
- **Twiga Foods' Supply Chain:** Twiga Foods, a Kenyan company that operates an agricultural supply chain platform, showed resilience during the COVID-19 crisis by quickly adjusting their logistics and supply chains. As a food distribution company, they faced the challenge of managing disruptions in supply chains and demand surges. Twiga used technology to adjust and streamline the process, ensuring that fresh produce reached consumers and retailers efficiently.
- **Bidco Africa:** Bidco Africa, a leading Kenyan multinational company in the manufacturing sector, demonstrated resilience through its diversification strategy. The company has developed a broad portfolio of products, including edible oils, beverages, and personal care products.

This strategy allowed Bidco to navigate market fluctuations in specific sectors by relying on different income streams, such as consumer products and agricultural exports.

# TRAINING TOOLBOX MATERIAL

## Scenario for resilience challenge: The unexpected market crisis

This scenario allows participants to step into the role of a business leader who must remain resilient and adaptable in the face of unexpected challenges. The exercise will help them practice strategic thinking, problem-solving under pressure, and apply resilience techniques to difficult business decisions.

### **Background:**

You are the CEO of a rapidly growing tech company that specializes in developing innovative software for small businesses. The company has been performing well over the past few years, expanding its client base and market share. However, a sudden shift in the global market due to a major economic downturn has led to significant volatility. Several of your competitors have already folded, and you are facing mounting pressure to protect your company's position.

### **The Situation:**

A key supplier you depend on for critical software components announces it is going out of business due to financial troubles. At the same time, your largest client has just informed you that they are cutting their budget and will no longer be renewing a major contract. This sudden loss in revenue threatens your company's stability.

Your board of directors is also concerned about the rising costs of production, and there are rumors that your competitors are preparing to launch similar products at a lower price point. Your company's cash flow is tight, and you must make some difficult decisions on how to keep the business afloat and remain competitive.

### **The Challenge:**

You must decide how to navigate these compounded challenges while maintaining your company's reputation and employee morale. You have several options, but each comes with risks and potential downsides. Your goal is to act with resilience, flexibility, and adaptability to overcome the crisis.

### Options:

#### *1. Cutting Costs:*

- Action: Lay off a portion of your workforce to reduce expenses and keep the business operating.
- Pros: Immediate cost savings, fewer operational expenses.
- Cons: Morale could drop, employees may feel insecure, loss of valuable talent.

#### *2. Pivoting to a New Market:*

- Action: Reinvest resources into developing a new product line that caters to a different market sector, such as healthcare or education.
- Pros: Opens up new revenue streams, could differentiate your company from competitors.
- Cons: The transition will take time and resources; you risk spreading your company too thin.

#### *3. Strengthening Existing Client Relationships:*

- Action: Offer discounts and additional services to existing clients to retain their business during this downturn.

- Pros: Helps maintain steady cash flow, strengthens client loyalty.
  - Cons: Reduces profit margins; might not be sustainable long-term.
4. *Seeking Investment:*
- Action: Reach out to venture capitalists or angel investors for funding to cover operational costs and continue expanding.
  - Pros: Provides immediate financial relief, helps with innovation and growth.
  - Cons: Dilution of control over the company, could lead to pressure from investors on strategic decisions.
5. *Building Strategic Partnerships:*
- Action: Form alliances with other tech companies to share resources, reduce costs, and stay competitive in the market.
  - Pros: Low-cost collaboration, shared risks and resources, access to new markets and expertise.
  - Cons: Potential loss of autonomy, aligning goals and priorities with other companies can be challenging.

**Instructions for Participants:**

- You are the CEO of the company facing these challenges. Your task is to evaluate the options provided, taking into account your company's values, market position, and the external environment.
- What will you do?
- How will you communicate your decision to the board, your employees, and your clients?
- Consider how you will manage stress, keep your team motivated, and maintain focus on long-term goals.

**Guiding Questions:**

- Which of the options would help you stay resilient and adapt to the changes in the market?
- How will you balance the short-term need to act quickly with the long-term health of the company?
- How do you maintain flexibility when the future is uncertain?
- What strategies can you use to minimize stress and lead your team through difficult times?



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# **RESILIENCE & FLEXIBILITY IN BUSINESS**

## Definition:

Resilience is the ability to recover from setbacks, adapt to change, and keep going in the face of adversity.

## Why it matters:

- Enables businesses to remain competitive during crises
- Enhances leadership under pressure
- Fosters long-term sustainability



# WHAT IS RESILIENCE IN BUSINESS?

# KEY CONCEPTS



- **Resilience:**  
Bouncing back from failure, staying committed during uncertainty.
- **Flexibility:**  
Adjusting strategies and operations to meet new demands.
- **Stress tolerance:**  
Maintaining performance and decision quality under pressure.

# THE ROLE OF RESILIENCE IN MODERN BUSINESS

## Changing environments:

Markets, technology, and social expectations evolve rapidly.

**Pressure points:** Economic downturns, disruptions, competition, regulatory changes.

## Resilient businesses:

- Remain focused under stress
- Innovate under pressure
- Lead with confidence during uncertainty



## Strategies for individuals and teams:

- Reframe challenges as learning opportunities
- Cultivate emotional intelligence and stress awareness
- Develop adaptive leadership skills



## In the workplace:

- Scenario planning and crisis simulations
- Encouraging a growth mindset culture
- Building support systems and agile structures

# HOW TO BUILD RESILIENCE & FLEXIBILITY

# BENEFITS OF DEVELOPING THESE SKILLS



- Improved performance under stress.
- Better decision-making during uncertainty.
- Stronger leadership and teamwork.
- Greater ability to manage disruption and change.



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## Submodule 3.4

### Cultural Awareness: Embracing cultural diversity and perspectives

→ **skills:**

1. Cultural awareness
2. Inclusivity
3. Global perspective

<b>CULTURAL AWARENESS: EMBRACING CULTURAL DIVERSITY AND PERSPECTIVES</b>
<b>Activity 1: Cultural Perspectives in Business – a global simulation</b>
<b>Duration:</b> 1 hour
<b>Specific Learning Objectives</b> <ol style="list-style-type: none"><li>1. Understand the importance of cultural awareness in fostering inclusivity within a global business environment.</li><li>2. Develop a global perspective by identifying how cultural differences impact business practices and decision-making.</li><li>3. Apply inclusivity principles to business practices by integrating diverse perspectives into strategies.</li><li>4. Build skills in cross-cultural communication and learn to adapt approaches to work in culturally diverse teams.</li></ol>
<b>Methodology, Resources and Devices</b> <p><b>Methodologies:</b> lecture, role play, case study analysis, group discussion</p> <p><b>Tools used:</b> presentation slides, cultural simulation cards, online collaboration platform (Zoom, Miro)</p>
<b>Description of the activity and Key Concepts</b> <p><b>Description:</b> The trainer introduces cultural awareness and inclusivity, highlighting their importance in business communication, decision-making, and team dynamics.</p> <p>Participants are divided into small groups and given Cultural simulation cards detailing cultural norms, communication styles, and values. Each group simulates a business meeting, making decisions while considering diverse cultural perspectives. Groups engage in the business simulation, applying cultural awareness to foster collaboration and inclusive decision-making. After the role play, participants reflect on challenges faced and discuss how cultural diversity improved decision-making and the importance of inclusivity in global business.</p> <p><b>Key concepts:</b> cultural awareness, inclusivity, global perspective, cross-cultural communication.</p>

## Assessment

Self-reflection, Peer feedback, Facilitators evaluation

## Skills/Abilities developed

*Cultural sensitivity:* Recognizing and respecting cultural differences.

*Cross-cultural communication:* Effectively communicating in diverse settings.

*Problem-solving in diverse environments:* Making inclusive, culturally sensitive decisions in global contexts.

*Global mindset:* Understanding and applying a global perspective in business operations.

*Team collaboration:* Working effectively with individuals from different cultural backgrounds.

## Further readings, activities, materials, best practices

### Readings, materials, best practices:

- Meyer, E. (2014). *The Culture Map: Breaking Through the Invisible Boundaries of Global Business*.
- Livermore, D. (2022). *Leading with Cultural Intelligence: The Real Secret to Success*.
- YT video: How diversity makes teams more innovative – Rocio Lorenzo, TED (<https://www.youtube.com/watch?v=IPtPG2IAmm4>)
- YT video: How cultural differences affect business, Erin Meyer (<https://www.youtube.com/watch?v=zQvqDv4vbEg>)

### Best practices:

- **Green energy Africa:** By collaborating with local cultural leaders and communities, Green Energy Africa ensures that their solutions are accepted and tailored to the specific cultural practices related to energy consumption.
- **Equity bank:** The bank's outreach programs are specifically designed to respect and accommodate cultural practices, particularly in rural areas where traditional banking may not have been an option previously.
- **Jumia Kenya:** By offering products that are culturally relevant to Kenyan consumers, such as local foodstuffs and traditional clothing, Jumia, an e-commerce platform, has been able to reach a wide range of cultural communities.

## TRAINING TOOLBOX MATERIAL

### Cultural Perspectives in Business – a global simulation

Description	Methodology	Time	Material
<p><b>Introduction</b> The trainer introduces the concept of cultural awareness, its importance in business, and how it influences decisions, communication, and team dynamics. Participants will be introduced to the concept of inclusivity and its connection to cultural diversity in the workplace.</p>	Lecture	10 min	Slides
<p><b>Activity Setup</b> Participants are divided into small groups. Each group is given a set of Cultural simulation cards which detail the cultural norms, communication styles, and values of a particular country or region. Each group represents a business meeting where they must make decisions or solve a business problem, but they must consider and adapt to the perspectives of the various cultures at the table.</p>	Preparation	5 min	Cultural simulation cards (Annex 1)
<p><b>Role-playing</b> In groups, participants will conduct their business meeting simulation, applying their assigned cultural perspectives to make decisions and interact with others. The goal is to demonstrate how understanding and respecting cultural diversity can lead to better collaboration and more inclusive decision-making.</p>	Simulation	30 min	
<p><b>Debrief</b> After the role play, the trainer facilitates a group discussion where participants reflect on their experiences:</p> <ul style="list-style-type: none"> <li>• What challenges did you face when trying to respect cultural differences?</li> <li>• How did understanding cultural diversity help improve decision-making?</li> <li>• What are the key takeaways for embracing inclusivity in a global business context?</li> </ul>	Group discussion	15 min	Discussion board / forum

## Annex 1

### Cultural simulation cards for business meeting simulation

These cards should be printed, with each group assigned one to role-play during the business meeting simulation. Each card encourages participants to understand the cultural context and adapt their communication and decision-making accordingly.

#### Card 1: Japan - High context culture

- *Key cultural norms:*
  - Indirect communication style; non-verbal cues are important.
  - Strong focus on hierarchy and respect for authority.
  - Decision-making is often slow and group-oriented; consensus is prioritized.
  - Emphasis on maintaining harmony and avoiding confrontation.
- *Communication style:*
  - Polite, formal, and indirect. Criticism should be subtle and constructive.
  - Silence is valued; it gives time to reflect.
- *Values:*
  - Respect for seniority and experience.
  - Group harmony over individual opinions.
  - Loyalty and commitment to the organization.
- *Business tips:*
  - Be patient and give time for decisions to be made.
  - Show respect to senior members during meetings.
  - Avoid direct confrontation or public criticism.

#### Card 2: USA - Low context culture

- *Key cultural norms:*
  - Direct, clear, and explicit communication style.
  - Egalitarian approach to decision-making, valuing individual opinions.
  - Fast decision-making with a focus on results and efficiency.
  - Openness to debate and the expression of disagreement.
- *Communication style:*
  - Straightforward and to the point. Direct feedback is common.
  - Eye contact is expected as a sign of confidence and trust.
- *Values:*
  - Individualism and personal achievement.
  - Time efficiency and goal orientation.
  - Equality and transparency in relationships.
- *Business tips:*
  - Be clear and concise in your communication.
  - Don't be afraid to speak up or challenge others' ideas.
  - Focus on results and meeting deadlines.

#### Card 3: Brazil - Collectivist culture

- *Key cultural norms:*
  - Strong emphasis on personal relationships and trust-building.
  - Decision-making can be flexible and influenced by personal connections.
  - Meetings often involve informal discussions before making decisions.
  - Open expression of emotions, with a focus on warmth and friendliness.
- *Communication style:*

- More informal, with friendly gestures and interactions.
- Sometimes indirect, especially in sensitive matters.
- *Values:*
  - Importance of social bonds and family-like relationships.
  - Flexibility and adaptability in decision-making.
  - Respect and care for others' well-being.
- *Business tips:*
  - Take time to build personal relationships before diving into business.
  - Be open to informal discussions and flexible in your approach.
  - Show warmth and friendliness, and respect others' opinions.

#### **Card 4: Germany - Low power distance culture**

- *Key cultural norms:*
  - Equal and open communication, regardless of hierarchy.
  - Decision-making is based on facts and analysis, not seniority.
  - Punctuality and precision are highly valued.
  - Direct feedback and criticism are expected to be constructive and specific.
- *Communication style:*
  - Clear, logical, and concise. Direct communication is preferred.
  - Professional and to the point.
- *Values:*
  - Efficiency, precision, and thoroughness.
  - Value for fairness and equality in relationships.
  - Respect for rules, deadlines, and structure.
- *Business tips:*
  - Be punctual and well-prepared for meetings.
  - Focus on facts and evidence when making decisions.
  - Keep communication clear and direct.

#### **Card 5: India - High context culture with hierarchical approach**

- *Key cultural norms:*
  - Strong respect for hierarchy and authority.
  - Decisions are often made by senior leaders, but the process may involve consultation with subordinates.
  - Emphasis on politeness and indirect communication to maintain respect.
  - Personal relationships play a significant role in business.
- *Communication style:*
  - Indirect and respectful, especially when addressing superiors.
  - Subtle gestures and non-verbal cues are important.
- *Values:*
  - Respect for seniority and hierarchy.
  - Importance of relationships and mutual respect.
  - Collectivism over individualism.
- *Business tips:*
  - Be respectful and deferential to senior members.
  - Take time to establish relationships before discussing business matters.
  - Avoid confrontations or disagreements in public settings.

#### **Card 6: China - Confucian values**

- *Key cultural norms:*

- Strong focus on respect for authority and maintaining face (personal dignity).
- Decision-making is collective, but senior leaders ultimately make final calls.
- Emphasis on relationships (Guanxi), networking, and trust-building.
- Harmony is prioritized; avoid direct confrontation.
- *Communication style:*
  - Indirect and polite; avoid openly disagreeing with superiors.
  - Silence is often used to show thoughtfulness or to avoid direct confrontation.
- *Values:*
  - Respect for authority and family.
  - Harmony, loyalty, and mutual respect.
  - Long-term relationships and stability.
- *Business tips:*
  - Build trust and personal relationships before engaging in business discussions.
  - Avoid confrontational or overly direct communication.
  - Be patient with the decision-making process and show respect for seniority.

#### **Card 7: South Africa - Cultural diversity and consensus decision-making**

- *Key cultural norms:*
  - South Africa is known for its "Rainbow Nation" identity, with a high level of cultural diversity.
  - Many decisions, particularly in business, are made through consensus and group input.
  - Respect for hierarchy, but also an emphasis on inclusivity, especially in collaborative settings.
  - Strong focus on mutual respect and finding common ground among diverse perspectives.
- *Communication style:*
  - Generally polite and respectful, but can be direct when necessary.
  - Emphasis on face-to-face communication and relationship-building before discussing business matters.
  - Tone is usually formal in business settings, especially with senior leaders or elders.
- *Values:*
  - Inclusivity, unity, and mutual respect are paramount.
  - Recognition of the country's history of segregation (apartheid) has led to a strong focus on unity and equality.
  - Collaboration and consensus-building are key to successful business partnerships.
- *Business tips:*
  - Take time to build relationships and trust before jumping into business discussions.
  - Be mindful of the cultural diversity within South Africa, and approach each conversation with respect for local customs.
  - When in meetings, encourage diverse input to ensure everyone's perspective is considered.
  - Recognize the importance of community and collective decision-making, especially in local or regional businesses.

### **Card 8: Nigeria - Respect for hierarchy and pragmatic decision-making**

- *Key cultural norms:*
  - Nigeria has a highly hierarchical society, where respect for authority and seniority is crucial.
  - Elders and senior leaders are looked up to, and their opinions often guide major business decisions.
  - Family and tribal ties play a significant role in business relationships and decision-making.
  - While respect for hierarchy is essential, pragmatism and flexibility are also important when it comes to problem-solving.
- *Communication style:*
  - Communication tends to be formal, especially with senior figures or elders, but can be more relaxed among peers or subordinates.
  - Nigerians are often direct and expressive in their communication but still expect respect for formality in business settings.
  - It's important to listen attentively and show respect for opinions, particularly from senior members.
- *Values:*
  - Family and community are central to Nigerian values, and they influence business decisions.
  - Respect for elders, authority, and tradition is deeply rooted in the culture.
  - Pragmatism and adaptability are key for overcoming challenges, especially in fast-paced business environments.
- *Business tips:*
  - Understand the hierarchical structure within the business and always show respect to senior figures.
  - Take the time to build rapport and trust, as personal relationships are important for successful business dealings.
  - Demonstrate flexibility and adaptability in decision-making to navigate complex challenges.
  - Understand the balance between traditional values and modern business practices to ensure successful partnerships.



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# **CULTURAL AWARENESS IN GLOBAL BUSINESS**

## Definition:

Cultural awareness is the ability to recognize, understand, and respect differences in values, beliefs, and customs across cultures.

## In business:

It's essential for effective communication, ethical decision-making, and team collaboration in global environments.



# WHAT IS CULTURAL AWARENESS?

# WHY CULTURAL AWARENESS MATTERS IN BUSINESS



- Enhances **communication** and avoids misunderstandings
- Encourages **inclusive, collaborative** environments
- Supports **ethical** global decision-making
- Builds **trust** with clients, teams, and stakeholders from different cultures

# KEY CONCEPTS



- **Cultural awareness:**  
Recognizing and respecting cultural diversity in beliefs, communication, and behavior.
- **Inclusivity:**  
Ensuring all perspectives are valued and included in decision-making.
- **Global perspective:**  
Understanding how global cultural contexts shape business behavior.

- **Communication styles:** Direct vs. Indirect
- **Power distance:** Hierarchical vs. Egalitarian
- **Time orientation:** Monochronic (linear) vs. polychronic (flexible)
- **Decision-making:** Individual vs. group consensus



***Cultural intelligence** helps leaders manage international teams and navigate complex global scenarios.*

# CULTURAL DIMENSIONS THAT INFLUENCE BUSINESS

# INCLUSIVITY AS A BUSINESS STRATEGY



Inclusive businesses are more:

- **Innovative** (diverse input leads to better ideas)
- **Resilient** (better risk understanding)
- **Profitable** (global markets require tailored solutions)



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