

That's clear!

SUSTAINING CHANGE and

BUILDING INCLUSIVE COMMUNICATION

MODULE 5

TRAINER GUIDE



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Introduction

Module Objectives

By the end of this module, participants should be able to:

- understand the basics of change management;
- reflect on sustainability in organisations;
- identify barriers and strengths related to organisational change;
- understand how inclusive communication can become part of organisational culture;
- discover the ADKAR change management model;
- create a first action plan for implementing inclusive communication practices;
- reflect on leadership, participation, and long-term engagement.

Suggested Duration

3 to 4 hours

Materials Needed

- projector;
- large sheets of paper;
- coloured markers and pens;
- post-it notes;
- printed ADKAR summaries;
- flipchart or whiteboard.

Introduction to Sustainable Change

Objective

Introduce the idea that inclusion and plain language require long-term organisational commitment.

Trainer Introduction

“In many projects and training courses, people return home motivated and full of ideas. But after a few weeks, the energy often disappears.”

“One of the reasons is that organisations may lack:

- strategy;
- processes;
- long-term support structures.”

“This module is about how to transform ideas into sustainable practices.”

Suggested Opening Question

Ask participants:

- “Why do good ideas sometimes disappear after a training course?”

Possible answers:

- lack of time;
- lack of support;
- no strategy;
- resistance to change;
- limited resources;
- staff turnover.

Projects vs Processes

Objective

Understand the difference between temporary projects and sustainable organisational processes.

Trainer Explanation

“A project is often an experiment or a temporary initiative.

A process is a way of working that becomes part of the organisation.”

Example to Explain

“Let’s go paperless”

This is not enough on its own.

An organisation also needs:

- clear rules;
- routines;
- responsibilities;
- procedures.

Key Message

“Sustainable change happens when practices become part of everyday routines.”

Concepts to Introduce

Processes

- How things are done.

Policies

- The rules and frameworks supporting those processes.

Capacity Building

- Creating opportunities for people to learn and improve.

Feedback Loops

- Testing, evaluating, and improving practices over time.

Suggested Discussion

- “What changes lasted in your organisation?”
- “Why did they succeed?”
- “What changes failed?”

Organisational Culture and Inclusion

Objective

Reflect on how organisational culture influences inclusive practices.

Trainer Explanation

“Culture is not only what organisations say.
It is how they actually work every day.”

Key Message

“If an organisation says it is inclusive, but daily practices contradict this, inclusion does not become part of the culture.”

Explain Organisational Culture Through Examples

Examples:

- communication habits;
- meeting styles;
- accessibility practices;
- participation opportunities;
- attitudes toward diversity.

Reflection Questions

- “What values are visible in your organisation’s daily practices?”
- “What habits support inclusion?”
- “What habits create barriers?”

The Garden Metaphor

Objective

Introduce sustainability as a continuous process.

Trainer Explanation

“Sustainable change is not a finish line.

It is like a garden that needs constant care.”

Explain the Metaphor

Seeds

- New ideas and awareness.

Watering

- Continuous effort and practice.

Pruning

- Removing barriers and ineffective habits.

Growth

- Long-term transformation.

Suggested Reflection

Ask participants:

- “What needs watering in your organisation?”

Possible answers:

- communication;

- teamwork;
- training;
- participation;
- accessibility practices.

Introduction to the ADKAR Model

Objective

Discover the main stages of change management.

Trainer Introduction

“ADKAR is a change management model used to support organisational change.”

Explain the acronym step by step.

A • Awareness

People need to understand:

- why change is necessary;
- what problems exist;
- why current practices may exclude people.

Trainer Example

“If people do not believe change is necessary, nothing will happen.”

Suggested Question

“How can we help organisations become aware of communication barriers?”

D • Desire

People must want to participate in the change.

Trainer Explanation

“Awareness alone is not enough.

People also need motivation and personal engagement.”

Important Point

Young people and staff often engage more when:

- they feel involved;
- they can influence decisions;
- they feel ownership of the process.

Suggested Discussion

- “What creates motivation for change?”
- “How can participation increase engagement?”

K • Knowledge

People need tools and understanding.

Trainer Explanation

“This includes:

- training;
- guidelines;
- methods;
- examples.”

Examples

Participants may need to learn:

- how to write in plain language;
- how to structure accessible workshops;
- how to use active voice;
- how to adapt communication formats.

A • Ability

People need opportunities to practise.

Key Message

“Reading guidelines is not enough.

People need safe spaces to experiment and improve.”

Suggested Examples

- practice workshops;
- role-playing;
- peer review;
- testing communication materials.

R • Reinforcement

Change must continue over time.

Trainer Explanation

“Feedback, recognition, and storytelling help reinforce new practices.”

Examples:

- sharing success stories;
- celebrating improvements;
- evaluating activities;
- mentoring others.

Key Message

“Reinforcement is what helps change survive over time.”

Reflection Activity:

Strengths and Weaknesses of Organisations

Objective

Help participants analyse their organisational context.

Activity Setup

Ask participants:

“What is the strongest point of your organisation when it comes to change?”

Possible themes:

- vision;
- leadership;
- routines;
- learning culture;
- teamwork;
- flexibility.

Then Ask

“What is the weakest point?”

Possible examples:

- resistance to change;
- lack of funding;
- lack of time;
- rigid routines;
- communication gaps.

Trainer Explanation

“When introducing change, it is important to work with the organisation’s strengths rather than against them.”

Example

If routines are strong:

- integrate change into existing routines.

If leadership is strong:

- use leadership support to reinforce change.

Suggested Discussion

- “How does organisational size influence change?”
- “What barriers exist in large organisations?”
- “What advantages do small organisations have?”

Funding, Innovation, and Resistance to Change

Objective

Reflect on investment and innovation in organisations.

Trainer Explanation

“Sometimes organisations recognise the need for change but hesitate to invest resources.”

Examples Mentioned

- AI integration in universities;
- training investments;
- innovation policies;
- digital transformation.

Key Discussion Point

Organisations often invest more easily when:

- they understand the value of change;
- they see concrete benefits;
- the change aligns with their vision.

Suggested Debate

- “What makes organisations resistant to change?”
- “How can innovation become less intimidating?”
- “How can small changes create long-term impact?”

Creative Mapping Activity:

The Landscape of Your Organisation

Objective

Visualise organisational strengths, ideas, and barriers.

Activity Setup

Divide participants into small groups by organisation or country.

Provide:

- paper;
- colours;
- markers.

Instructions

Ask participants to create a visual landscape of their organisation.

The landscape should include:

Mountains or Strong Foundations

- Organisational strengths.

Seeds or Plants

- Ideas and opportunities.

Shadows or Obstacles

- Barriers and difficulties.

Trainer Reminder

The focus should remain on:

- plain language;
- inclusion;
- communication practices.

Suggested Duration

30 to 40 minutes.

Group Presentations

Invite groups to explain:

- their landscape;
- their priorities;
- their barriers;
- possible next steps.

Reflection on Leadership and Participation

Objective

Reflect on participation and empowerment in organisational change.

Key Message

“People support change more easily when they feel involved.”

Trainer Explanation

Young people and staff often become more engaged when:

- they contribute ideas;
- they facilitate activities;
- they participate in decisions;
- they feel trusted.

Suggested Discussion

- “How can organisations create more ownership?”
- “What role does trust play in change?”
- “How can participation become more meaningful?”

Conclusion of the Module

Closing Script

“Sustainable inclusion is not created through one workshop or one project. It grows through habits, routines, participation, and continuous learning.”

“Change becomes sustainable when it is:

- shared;
- practised;
- supported;
- and embedded into organisational culture.”

Final Reflection Questions

- “What is one change you would like to implement?”
- “What support would your organisation need?”
- “What could become part of your organisation’s daily culture?”

Optional Final Evaluation

Possible formats:

- one-word checkout;
- action plan cards;
- group reflection;
- visual metaphor;
- post-it wall.