

Webinar

**People : your best resource in
environmental management.
How to involve them?**

Alexandra Vandevyvere
Circular Flanders

26 October 2023, 10.00 – 12.30



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Driving Organisational and Behavioral Changes: Lessons on Engaging Internal and External Stakeholders

Alexandra Vandevyvere, Circular Flanders





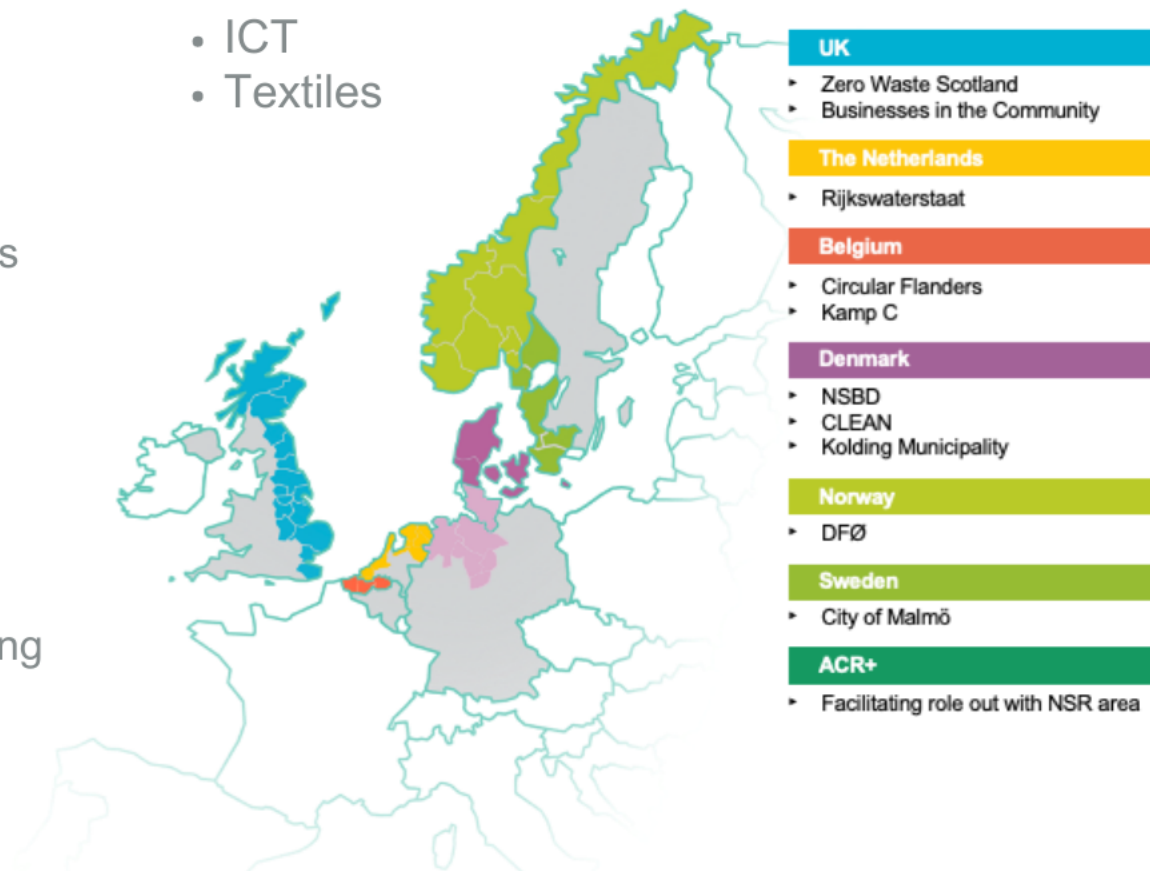
What is ProCirc?

A learning experience to accelerate Circular Economy through Procurement Power, Alliance and Capacity building.

- 8 public and 3 private sector organisations in 6 countries across the North Sea Region
- 30+ circular procurement pilots in construction/infrastructure, furniture, ICT, textiles and other sectors
- Developing a Circular Procurement Framework
- Organising a Transnational Procurer-to-Procurer Learning and Action Programme
- Goal to reduce use of raw materials, waste and CO2 emissions by 20-25%

Focus:

- Construction/infrastructure
- Furniture
- ICT
- Textiles





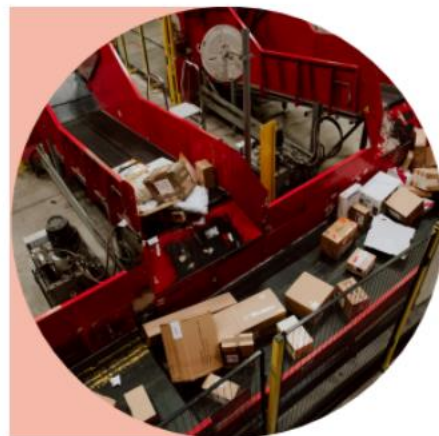
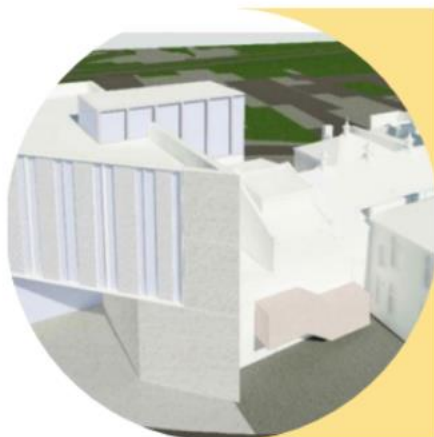
Why circular procurement?

- EU public authorities spend 14% of their GDP on public procurement (€1.9 trillion annually)
- Circular procurement as a leverage towards a circular economy



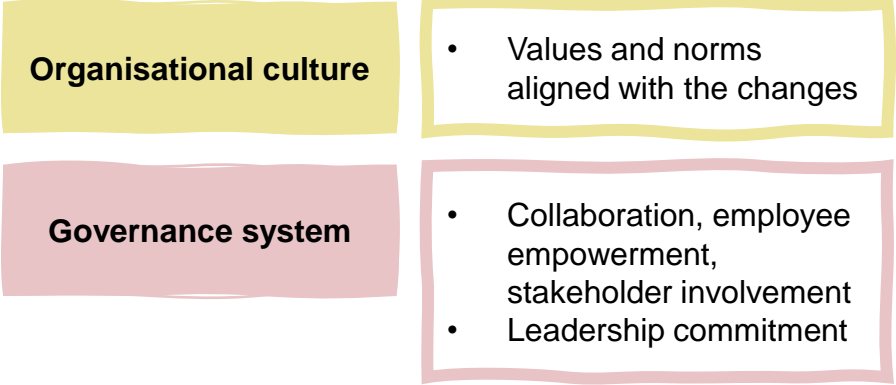


>30 Pilot projects



Framework for organisational change management for sustainability

Influencing factors



Factors addressed using organisational change strategies



Strategies for organisational change



Theoretical framework for organisational change management for sustainability

Champions and experts recruitment

1. Initiate Change

- One person can start the process
- Be open to risks and learning

2. Organisational Shift

- Identify ambassadors and early adopters
- Leadership and resources are vital

3. Start Small, Gain Momentum

- Begin gradually
- Let others experience benefits

Conclusion:

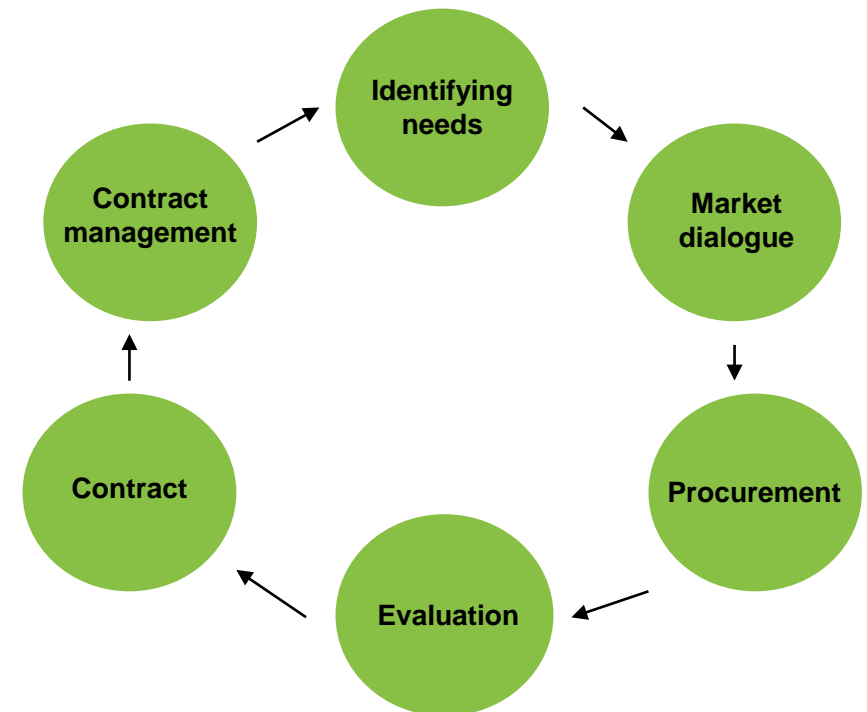
- Circular procurement requires change
- With support, organizations can succeed
- One person can inspire transformation

Trainings and awareness raising



Transversal teamwork during procurement process

- Cooperation between procurer, sustainability coordinators and reference groups
- Using circular tools in all parts of the procurement process
 - Circular brainstorming with reference group
 - Circular market dialogue - RFI questions
 - Circular aspects in procurement journal
 - Guide for sustainable procurement (including CE) available for everyone in the city



Transversal teamwork during contract management

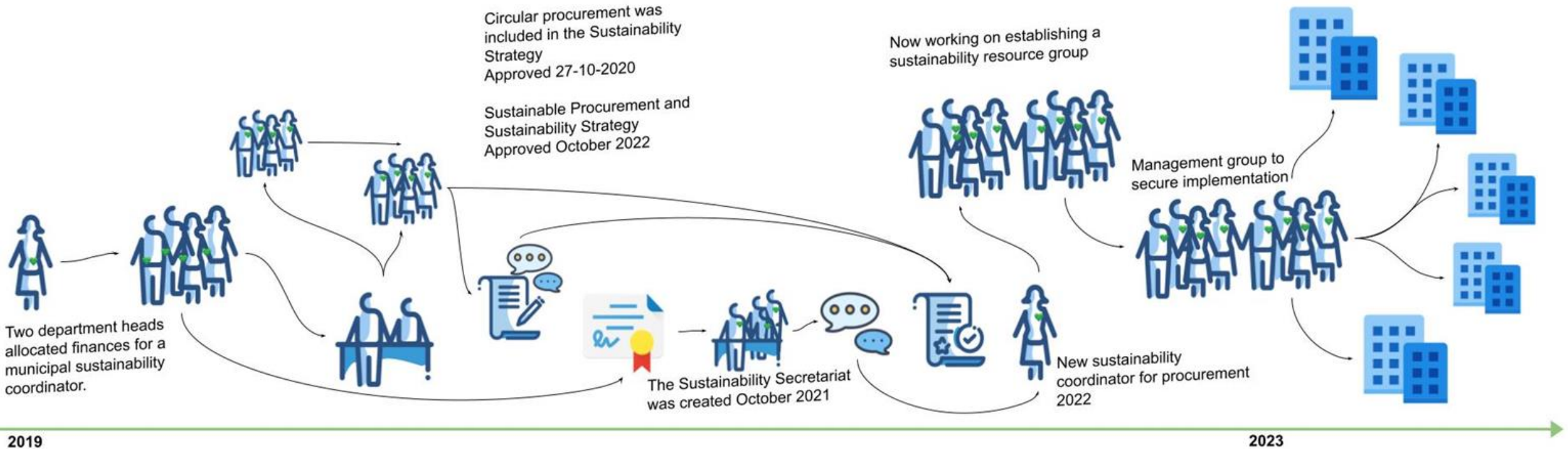
- Follow-up with buyers and users of products and services
- Engage and further develop the contract together with supplier
- Using existing forums, e.g. buyers network, to engage and promote circularity



Get to know the landscape

Create an overview over organisational strategies and goals & identify key stakeholders and interests to understand the system.

Identifying needed roles/responsibilities and fill them to increase legitimacy



2019

2023



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North Sea Region
ProCirc
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Companion planting

Create connections between actors who can benefit from each other's views, ideas and expertise.

- *Collaboration between material storages*
- *Sustainability coordinators*
- *Circular implementation resource group*

A strong network that can move agendas and results beyond the organisation.



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Facilitate good habits and collaboration

- Make it easy, approachable, actionable to reduce uncertainty and resistance.
- Collaborate to overcome barriers and use data to challenge or support pre- and misconceptions.

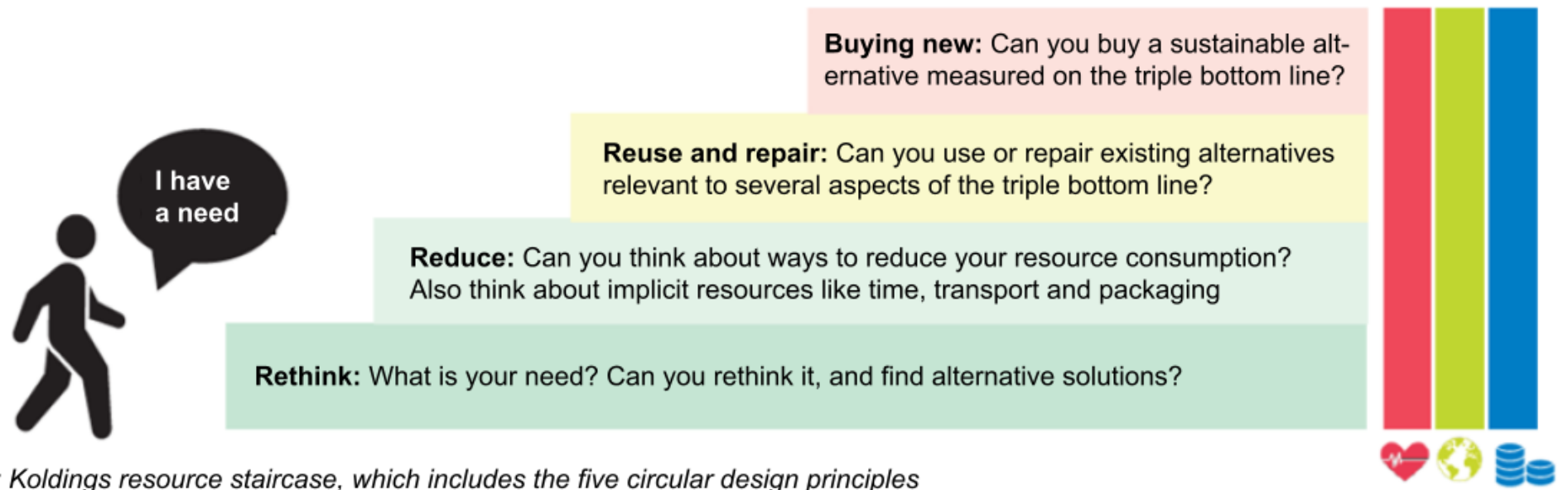


Fig: Koldings resource staircase, which includes the five circular design principles



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Preconditions for growth

- **Create a higher meaning** = communicate wins and impacts, so participants know they are a part of something bigger.
- **Secure dynamism** = make sure sustainability aligns with the goals currently prevailing in the organisation.
- **Show how sustainability increases power** = robustness, savings, popular opinion, employee retention etc.
- **Increase urgency** = make the possibility of loss and tradeoffs clear.



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Nurturing the change

- **Promote interest** = make it easy, approachable, actionable and satisfying.
- **Increase knowledge** = education creates possibility and opportunity.
- **Increase legitimacy** = political approval, inclusion in strategies and agenda points in recurring meetings are all good tools for achieving this.



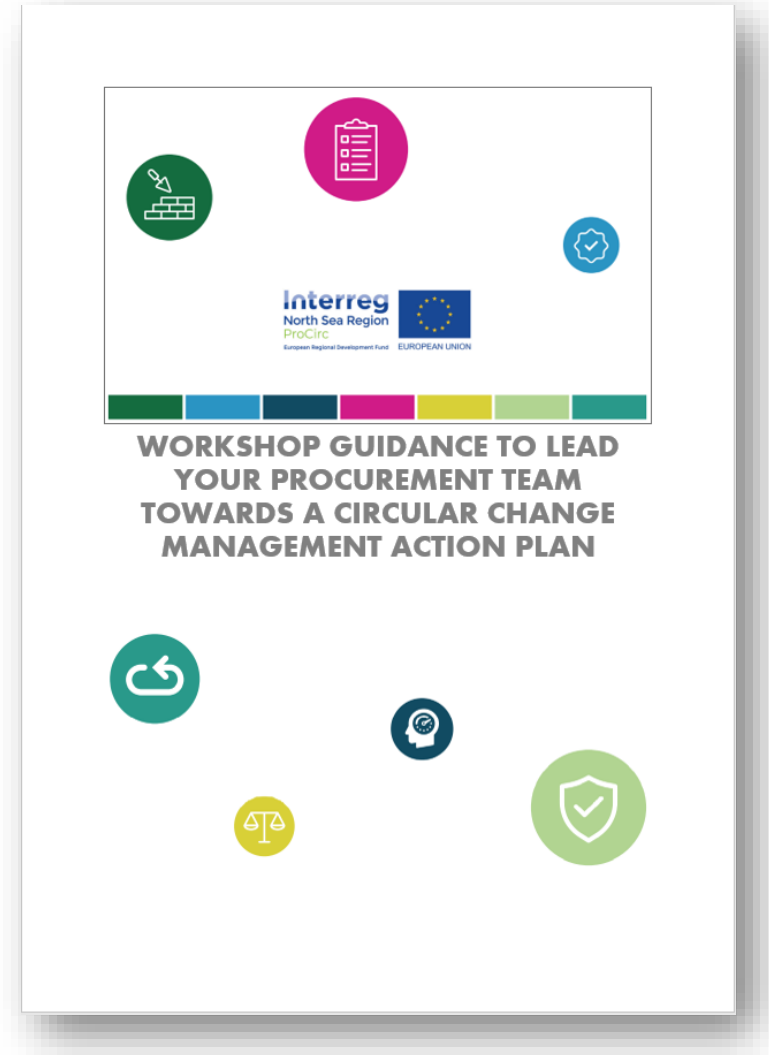
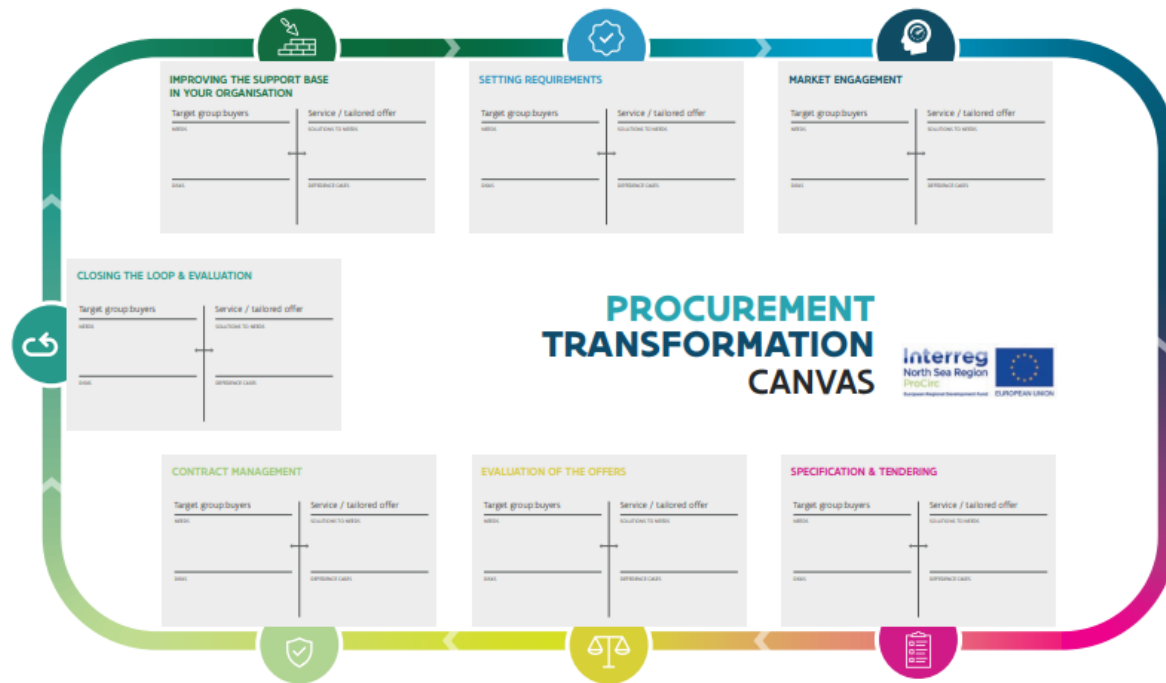
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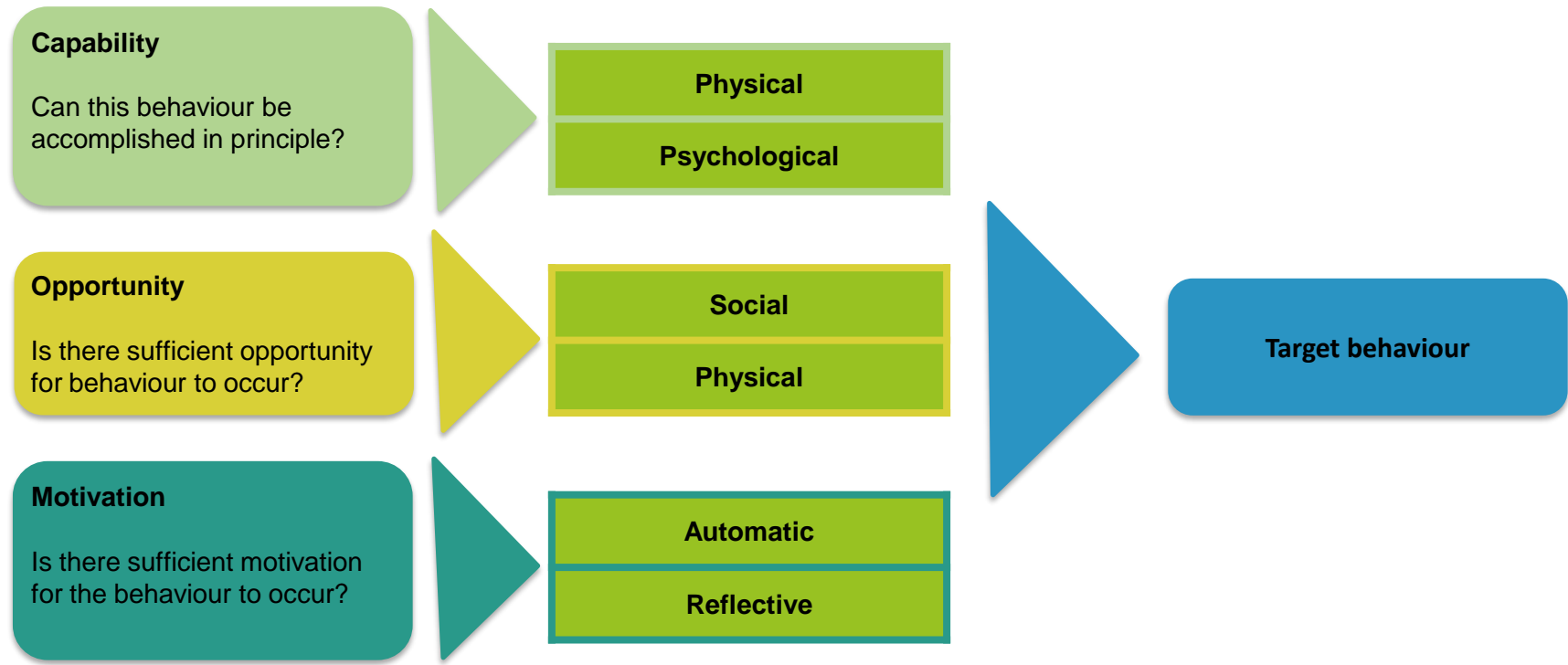


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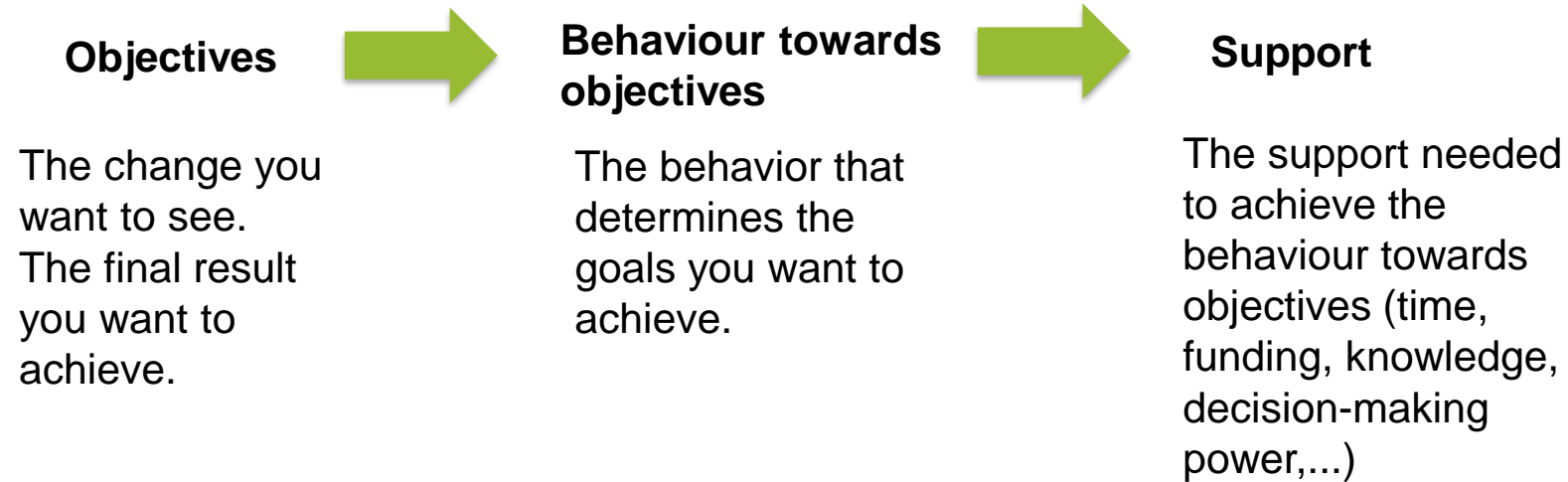
How to organize a change management workshop for your procurement department



COM B model



Towards actions for behavioural change



The procurement process

Stakeholder mapping and decision lines

	Setting requirements	Market engagement	Specification and tendering	Evaluation of the offers	Contract management
					Evaluation
Simple procedure					
Complex procedure goods – services - projects					
Complex procedure building projects					



Current behaviour?



STRESS



FEAR



TRUST



FUN/ENGAGED



UNKNOWNING



UNCOMFORTABLE



INTERESTED



ENTHOUSIAST



CONFUSED



ANNOYED



CONFIDENT (KNOWLEDGE)



WORRIED

Desired behaviour



MOTIVATION

SKILLS










TRUST

KNOWLEDGE

COOPERATION

SUPPORT

From current behavior to desired behavior

Role	Objective	Current emotions and behavior	Desired behavior	Necessary actions and support that generate capacity – opportunity and motivation
Role X			<div data-bbox="1403 701 1518 725">Eg. motivated</div> <div data-bbox="1403 751 1518 775">Eg. Trusting</div>	
Role Y				
Role Z				

Department	Role	Sustainability objective	Current emotion	Behavioural objective	Action	Action owner	Horizon (time)	Status	KPI	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030

Concrete examples

Department	Sustainability objective	Current emotion	Behavioural objective	Action	Action owner	Timing
Procurement department	The systematic integration of sustainability criteria and evaluation in public procurement procedures	Interested	The team integrates knowledge building on sustainability themes into its overall operations, tailored to the different profiles within the team.	The team incorporates the theme of sustainability into the weekly team meeting, focusing on knowledge sharing. This can be done by discussing a new sustainability theme or project each week, providing updates, sharing best practices, and encouraging open discussions on sustainability-related topics.	Head of the procurement department	Sept '23
		Lack of knowledge Confused	The procurement department develops a sustainability strategy for the procurement processes, validates it, and builds trust within the department.	The organization establishes a sustainability working group within the procurement department.	Strategic procurer	Aug '23

Circular Procurement Transformation

Main take-aways:

- **Shift Mindset**
- **Revamp Processes:** incorporate sustainability criteria.
- **Collaborate Innovatively**
- **Educate & Train:** build circular procurement skills.
- **Engage Entire Org**
- **Comprehensive Policies:** cover all procurement phases.
- **ProCirc Resources:** valuable tools available on our website.
- **Effective Communication:** open dialogue is key.
- **Pilot Projects:** small steps overcome resistance.
- **Proactive Approach:** change requires energy and champions.
- **Influence & Mobilize:** identify change ambassadors.
- **Essential Elements:** cooperation, commitment, and shared ownership drive success.



ProCirc results



**Circular procurement:
No time to waste!**

18 April 2023 - 10:00 - 12:00 CET - ONLINE



Circular Economy Office (CEO) project summary

Budget 4,2M €

Countries



Duration 3 years

Partnership

4 municipalities, 1 public organisation, 4 expert partners/consultancies, 1 knowledge institute, 3 suppliers/SMEs in the furniture industry



Priority

Interreg Priority 2 - A green transition in the North Sea Region

Specific priority 2.4 - Promoting the transition to a circular and resource efficient economy

Challenge

80-90% of the discarded office furniture in the EU is incinerated or landfilled, leading to unnecessary CO₂ emissions and material waste. Promising initiatives for circular office furniture in the NSR are not implemented on a large scale. Demands for office furniture are changing as work becomes more hybrid and flexible due to digitalisation and globalisation, accelerated by the pandemic. A link needs to be established between changing office demands, sustainable office furniture management and circular office furniture initiatives.

Objectives

Accelerate the OF sector's transition through transnational cooperation towards a circular, innovative, cost and resource efficient NSR economy. By moving to scale, improving legal frameworks, introducing modularity and adaptability in product design, product life is extended and waste reduced.

Provide direction towards an interconnected future-proof OF system in the NSR by identifying opportunities for interaction, scaling and circularity.

Enhance ability to respond to changing work styles and demands in OF, while limiting negative impacts on the environment and keeping circular characteristics into account.

Pilot circular business cases, guidelines and trainings course developed to facilitate sustainable shift of the OF sector. Test new forms of work and circular principles through 8 pilot actions.

Exploitation of tools and recommendations based on lessons learned of the project for the upscaling of circular principles in offices in the NSR.



Thank you!

Questions?
Want to know more?

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