From one circular pilot to circular economy on everybody’s lips
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Content

1. Malmö - City of Malmö's circular journey
2. Kolding - Growing a sustainable mindset
3. Circular Flanders - How to organise a change management workshop

Practicalities
- Post questions in the chat
Framework for organisational change management for sustainability

Influencing factors

- Organisational culture
  - Values and norms aligned with the changes

- Governance system
  - Collaboration, employee empowerment, stakeholder involvement
  - Leadership commitment

Strategies for organisational change

- Strategic initiatives
  - Statements with visions and goals
  - Champions

- Human Resource Management
  - Training and awareness raising
  - Experts recruitment
  - Transversal teamwork

- Communication and assessment
  - Monitoring and assessment
  - Reporting

Theoretical framework for organisational change management for sustainability
How is the Centralized Procurement Unit (CPU) arranged in City of Malmö?

• Responsible for municipality wide contracts. Not constructions.
• Procurement officers are responsible for ALL steps of procurement (including contract management)
• Three sustainability coordinators
Champions and statements

STRATEGY FOR ORGANISATIONAL CHANGE:
Strategic initiatives

The City of Malmö’s organisation has net-zero emissions

The City of Malmö should be a role model and needs to work with the organisation’s own emissions in an effective manner. To achieve at least net-zero emissions of greenhouse gases, the City of Malmö’s organisation must minimise emissions from direct and indirect sources to the greatest extent possible. The remaining emissions must be compensated with carbon sequestration to achieve net-zero emissions. Carbon sequestration should be performed locally to the greatest extent possible.

Indicator
Greenhouse gas emissions of the City of Malmö’s organisation.

*Within Scope 1, 2, 3 of the Handbook on organizations in the Energy Data Protocol.
Trainings and awareness raising
Experts recruitment

STRATEGY FOR ORGANISATIONAL CHANGE
Human Resource Management
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
Communication about circular procurement and purchasing

STRATEGY FOR ORGANISATIONAL CHANGE
Communication and assessment

Upphandling som verktyg för samhällsförändring – Malmö stad vinner nytt pris

Funktionssidöfsförvaltningen visar vägen – andelen återbrukade möbler har ökat med cirkulärt avtal

Tack vare cirkulärt avtal kan fler förskolebarn upptäcka Malmö
Landmarks

2018

Circular PP first CP project

2019

Procurement for circular furniture

2020

Circular Skåne - a project many procurement officers were engaged in

2021

Trainings

CE in process templates

New environmental program

ProCirc – circular coordinator at CPU

2022

New coordinator for environment at CPU

Procura + awards Circular signs

2023

Circular economy on everybody’s lips?

[Image of logos: City of Malmo, Interreg North Sea Region ProCirc, European Regional Development Fund]
Tips to go circular

• Start with something easy – more likely to become a success!
• Monitoring – difficult but valuable (don’t look for the perfect monitoring)
• Behavioral change
• Communicate
Organisational change by growing a sustainable mindset

A systems approach

Kolding municipality
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.
Preparing the soil

Climate vs. Football - People just have different interests…

Align interests to mitigate barriers by showing how meaningful action increases power, while not acting increases urgency.

Models for creating action: Gamification, stakeholder mobilization, Actant map for identifying shared purpose.

Applied models and inspiration to approaches to the implementation are primarily from "Design Journeys Through Complex Systems", "Building Better Systems", "Systems Innovation Network" and "Actionable Gamification".
Planting strong seeds

ProCirc Pilots

Continue development and learning

New Circular tenders
- Coffee (KomUdbud)
- Washing and rental of work wear
- Funeral services
- Snow clearing of pathways and biking lanes
- Better massage oil (Fairtrade and environmental requirements)
- Temporary employment services
- Road markings
- Sustainable choice for mat cleaning and maintenance
- Professional input to partners in Komudbud

Increasing sustainability in existing agreements and practices
- Project sustainable and local choices of Christmas gifts
- Sustainable and local wine at Lindely Vin
- Sustainable and local beer from Kolding Farm Brewery
- Sustainable and local events & meetings
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.
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
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.
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.
How to organize a change management workshop for your procurement department
Framework for organisational change management for sustainability

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Factors addressed using organisational change strategies
COM-B model

- **Capability**: Can this behaviour be accomplished in principle?
  - Physical
  - Psychological

- **Opportunity**: Is there sufficient opportunity for behaviour to occur?
  - Social
  - Physical

- **Motivation**: Is there sufficient motivation for the behaviour to occur?
  - Automatic
  - Reflective

**Target behaviour**
Towards actions for behavioural change

Objectives
The change you want to see.
The final result you want to achieve.

Behaviour towards objectives
The behavior that determines the goals you want to achieve.

Support
The support needed to achieve the behaviour towards objectives (time, funding, knowledge, decision-making power,...)
The procurement process
Stakeholder mapping and decision lines

<table>
<thead>
<tr>
<th></th>
<th>Setting requirements</th>
<th>Market engagement</th>
<th>Specification and tendering</th>
<th>Evaluation of the offers</th>
<th>Contract management</th>
<th>Evaluation</th>
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Current behaviour?
Desired behaviour

MOTIVATION

SKILLS

TRUST

KNOWLEDGE

COOPERATION

SUPPORT

STRATEGY FOR ORGANISATIONAL CHANGE
Human Resource Management
### From current behavior to desired behavior

<table>
<thead>
<tr>
<th>Role</th>
<th>Objective</th>
<th>Current emotions and behavior</th>
<th>Desired behavior</th>
<th>Necessary actions and support that generate capacity – opportunity and motivation</th>
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<td>Role Y</td>
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<tr>
<td>Role Z</td>
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</tr>
<tr>
<td>Department</td>
<td>Role</td>
<td>Sustainability Objective</td>
<td>Current Envision</td>
<td>Behavioural Objective</td>
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Main conclusions

• Change = difficult, but …
  • Pilot projects
  • Ambassadors/champions/early adaptors
  • Step-by-step
  • Participation
  • Importance of dialogues + listening
  • Knowledge and experience sharing: + and –
  • Sense of ownership
Thanks!

Questions?
Want to know more?

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