

Internal Commitment and Behavioural Change: WP2 Masterclass

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Outline

Part 1		
Introductions and outline	Mervyn	15 minutes
Brief background to mindset & behaviour change	Mervyn	15 minutes
Personal example – Inspiration focussed mindset change: the ‘why’ and ‘how’ of implementation	Joan	30 minutes
Importance of systemic approach in changing procurement mindset and behaviour	Mervyn	20 minutes
Identifying the mindset change required	Joan	30 minutes
Part 2		
Identifying stakeholders and mindsets	Mervyn	15 minutes
Stakeholder Management exercise	ALL	30 minutes
Plenary discussion	Joan/ ALL	20 minutes
Next steps	Mervyn	5 minutes

2. Brief background to mindset & behaviour change

Changing behaviour



Chicken or Egg?

Mindset change

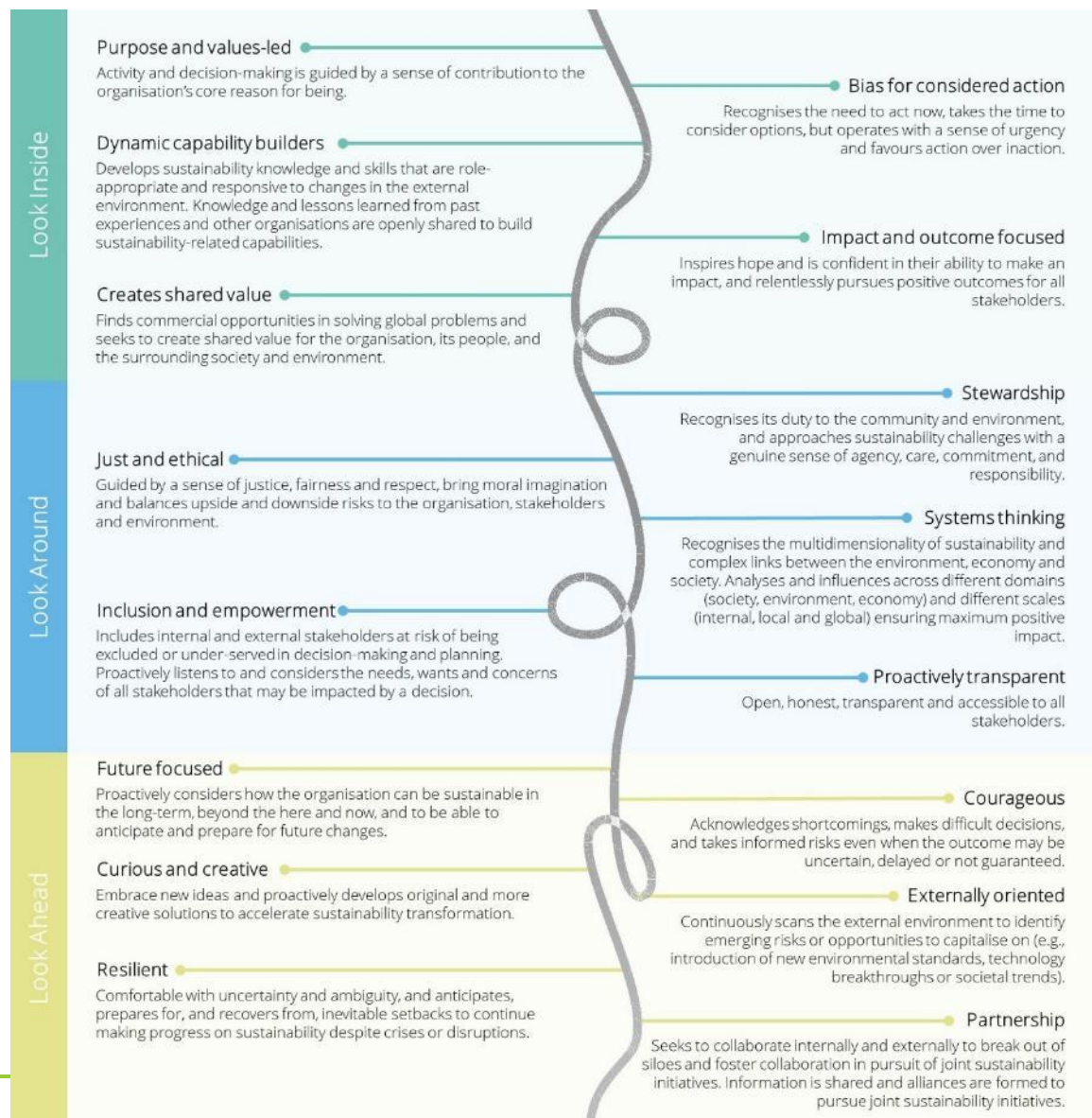
- A mindset change refers to a fundamental shift in the way an individual / organisation perceives, thinks, and approaches situations or aspects of their role. It involves altering beliefs, attitudes, and perspectives, which in turn influences behaviour, decisions, and overall outlook on delivering goals.

Behaviour change

- The process by which individuals or organisations modify their actions, approaches, processes in response to internal or external stimuli [*for example, a mindset shift*]. It involves intentional efforts to adopt new behaviours, eliminate undesirable ones, or modify existing ones to achieve specific goals or desired outcomes.



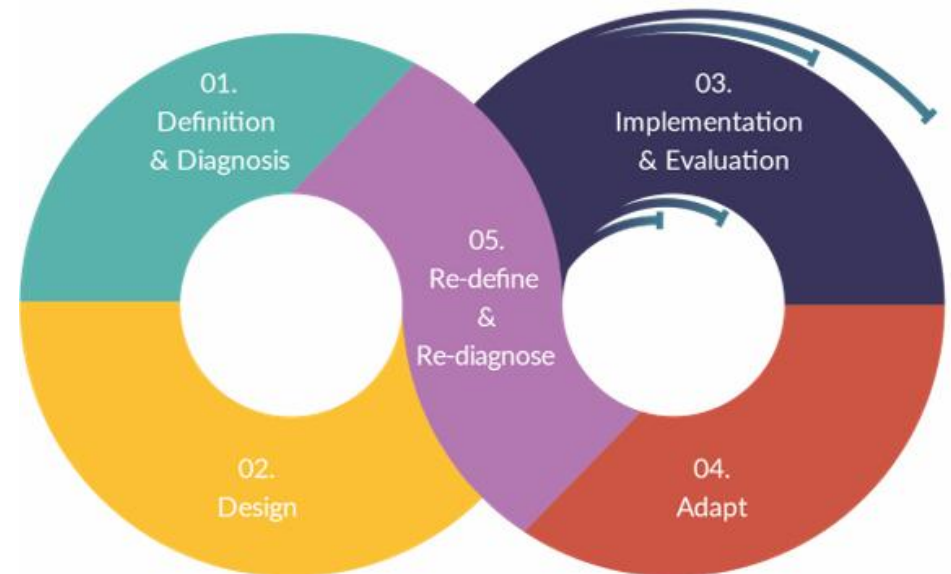
Mindset change



However....

... Consider a simple approach

1. Solve the right problem given the context
 - Define and diagnose specific behaviours you want to promote.
2. User journey and behavioural mapping
 - Break behaviours into smaller decisions taken by various actors to identify behavioural bottlenecks and ideas on how to solve them.
3. Solutions, testing what works and iteration
 - Rigorously test these insights to investigate whether they or not they work and iteratively adapt solutions.



WP1 masterclass

Barriers to implementing CP

1. Lack of a coordinated sourcing strategy
2. Complexity in material specifications and requirements
3. Insufficient coordination in material need identification within the organization
4. Absence of a reverse logistic system
5. Resource constraints
6. Deficiency in skills, knowledge, and expertise
7. Lack of prioritization by top management
8. Resistance to change within the organizational culture
9. Lack of alignment among stakeholders
10. An unreceptive external environment

WP1 Learning

Learning 3: Tailor-made approach needed

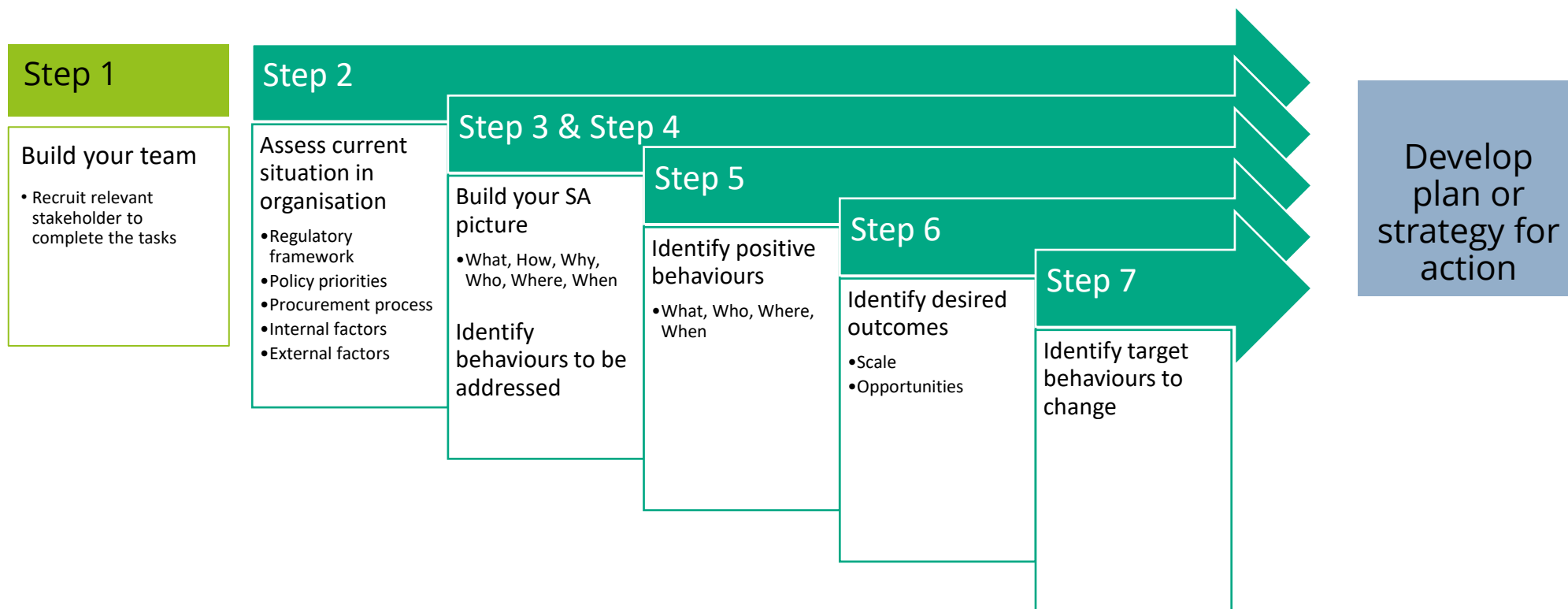
Each organization has its own 'hook' in its vision/mission/strategy to anchor circularity.

Examples:

- The Port Authority wants to align with the necessity of transitioning from fossil-based to circular operations.
- Rabobank aims to illustrate its mission through concrete examples (e.g., City Farm).
- AM seeks to take responsibility by building with minimal environmental impact.

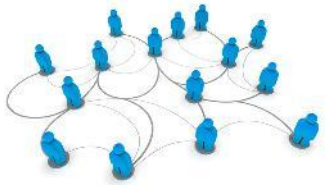
The starting point depends on the corporate culture. Highly procedural organizations want to first establish things in policies and procedures, while more action-oriented organizations begin with concrete examples. The latter category was overrepresented.

Situational Analysis steps



3. Stakeholder management: building commitment in five steps

A personal example



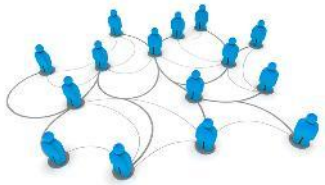
Spiral of creation

From idea to reality

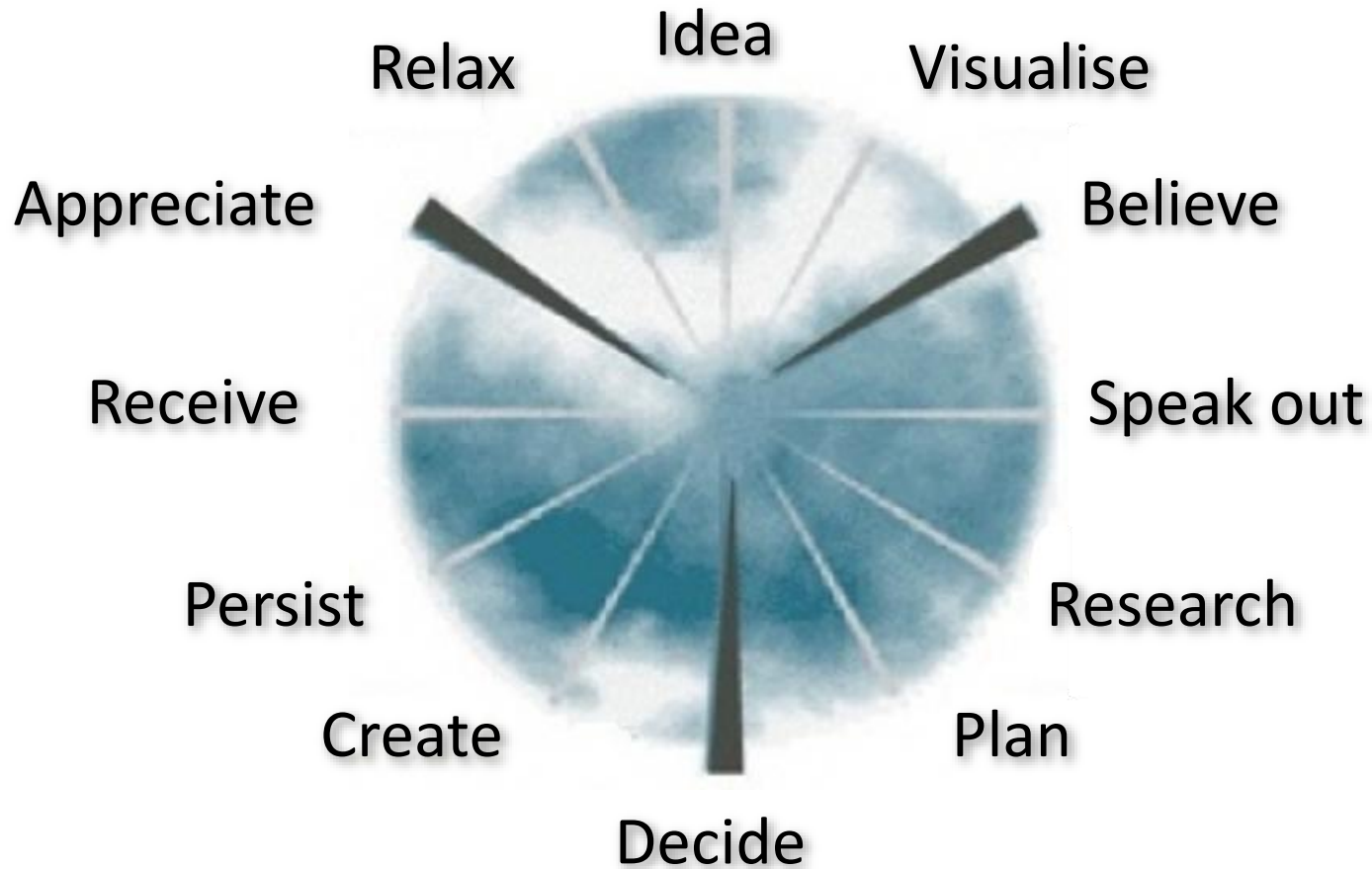
➤ A wish as a harbinger

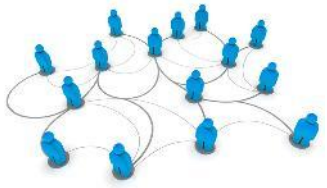


Marinus Knoope
<https://decreatiespiraal.nl>



Spiral of creation





Spiral of creation

Believe

- Find stakeholders to discuss your idea

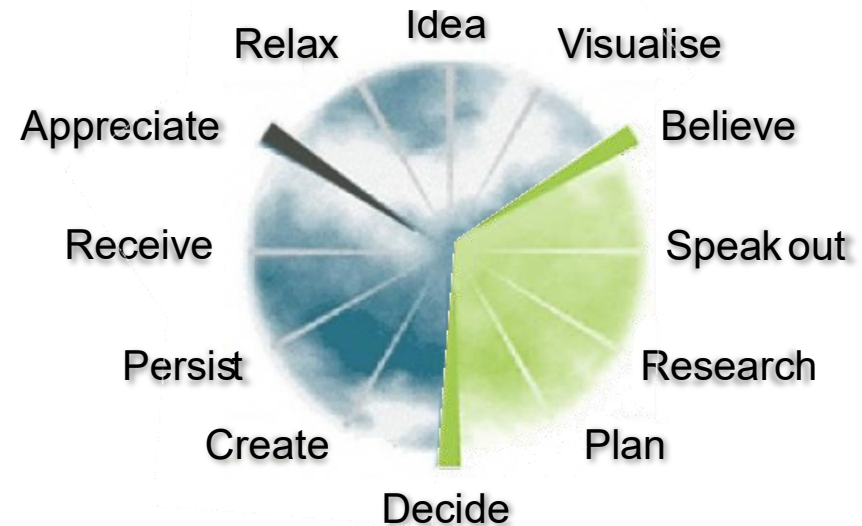
Speak out

- Identify the help you need and where to find it

Research

Plan

- Improve your ideas

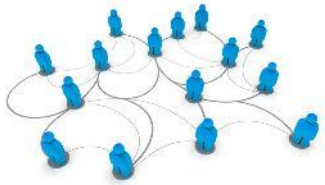


Help and support come from unexpected sources!

Green Deal Circular Buildings



*Market and government define
and develop circular buildings together*



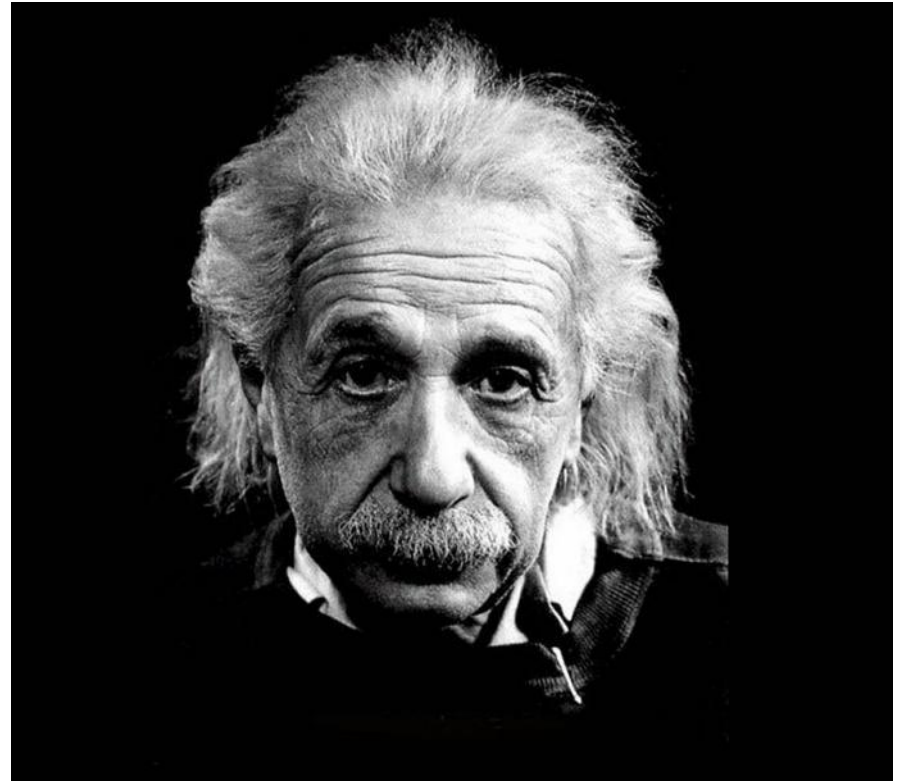
Steps of the process



Idea

Where do ideas come from?

- Own knowledge...
- Other people...
- Other ideas...
- Problems...
- Dreams...



**I have no special talents,
I'm only passionately curious.**

- Albert Einstein

Idea

Where do ideas come from?

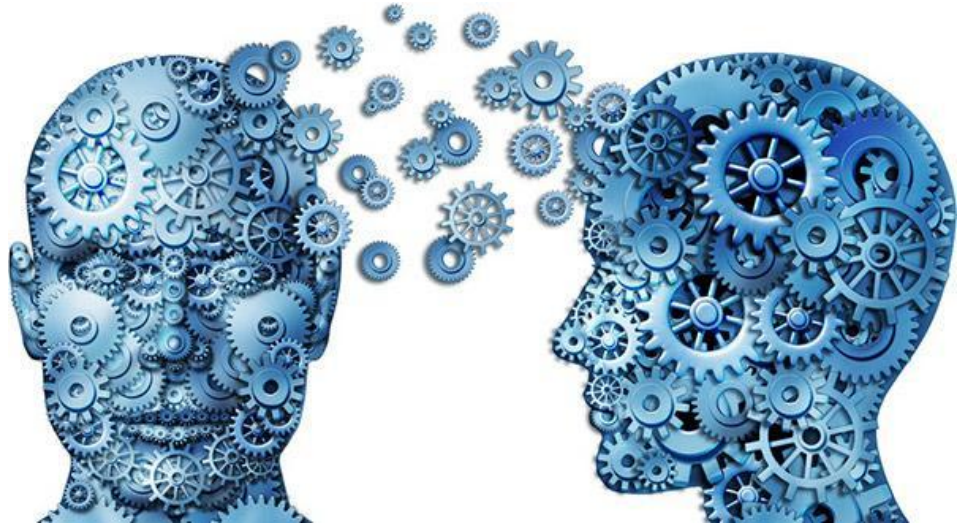


Idea

Share

Share and discuss your idea with people whose opinion is relevant for you:

- Could it work? Is it nonsense? Was it tried before?



Idee

Share

Share and discuss your idea...



Idea

Share



Success is pre-defined!!

Idea

Share



- DEFINITION OF SUCCESS -

Have an active community that connects all aspects of the B&C sector with experts in circular economy, who will collaborate on defining circular buildings in the Netherlands.

Succes is pre-defined!!

Idea

Share

People

Find the right people and institutions

- Thought leaders and internet (LinkedIn) help you finding the next person (don't forget the experts!) to share and discuss your idea with



Idea

Share

People

Find the right persons and institutions

I shared my idea with a broad range of potential leading stakeholders, looking for their possible roles and contributions:

budget holders - participants from different aspects of B&C - CE experts - facilitators - pilots? -

...



Idea

Share

People

Round
table

- Organise a meeting with potential leading stakeholders
- Present a detailed draft of your idea and collect response
- If the round table is successful, it ends with an action plan

ACTION PLAN			
WHO	WHAT	WHEN	HOW

Idea

Share

People

Round
table

Organise a meeting with potential stakeholders

I discussed my idea for a network in more detail with a specific group of potential leading stakeholders: budget holders - CE experts - facilitators



Idea

Share

People

Round
table

Kick off

Organise a (small) event as the kick off. It's the first time to 'go public', make sure all participants are proud to be part of it.



Idea

Share

People

Round
table

Kick off

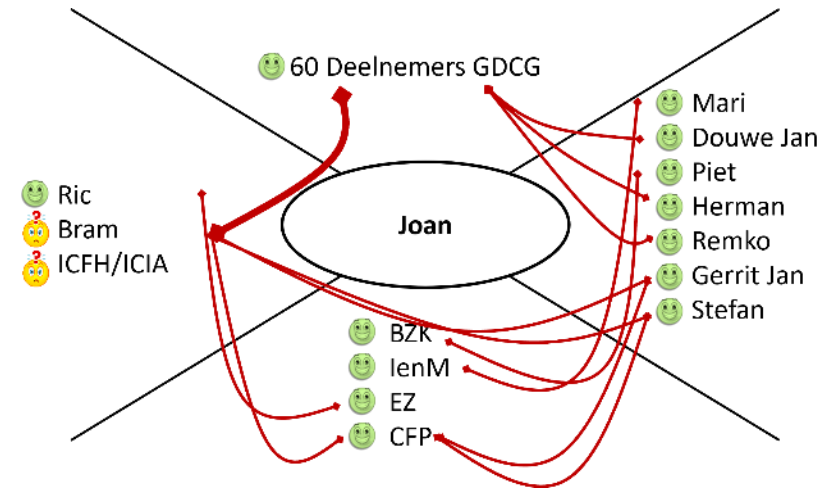


Lessons learned

- networking is an important skill in steps 2 **SHARE** and 3 **PEOPLE**



- the use of simple tools helped a lot
- backwards constructing the story shows the perfect picture, it never was...



f you can dream it,
you can do it

- Walt Disney

But, what if...?



4. Importance of systemic approach in changing procurement mindset and behaviour

Key stages



Awareness

- Leadership commitment sparks recognition of sustainability's importance.

Adoption

- Policies and supplier engagement embed sustainability into procurement practice.

Capability

- Training builds skills and confidence.

Reinforcement

- KPIs, monitoring, and reporting ensure behaviours stick and evolve.

ISO20400 systemic approach to SP

THEME	ASPECTS
POLICY & STRATEGY	<ul style="list-style-type: none">• Organisation commitments, policy and strategy• Procurement policy and strategy
LEADERSHIP & CULTURE	<ul style="list-style-type: none">• Leadership & influence• Organisational culture• Communications
CAPABILITIES	<ul style="list-style-type: none">• Knowledge• Capacity
PROCESS	<ul style="list-style-type: none">• Pre-tender process• Tender strategy development• Procurement templates & tools• Category, Contract & supplier management
SUPPLY CHAIN	<ul style="list-style-type: none">• Market dialogue & development• Forward planning
MEASUREMENT & REPORTING	<ul style="list-style-type: none">• Measurement• Reporting

ISO20400 sustainable procurement roadmap

1. Leadership Commitment

- Senior leaders champion sustainable procurement.
- Behaviour shift: procurement seen as a strategic lever, not just transactional.
- Role: Executives, board members, Heads of Departments, Policymakers.

2. Policy & Strategy Alignment

- Procurement policies embed sustainability criteria.
- Behaviour shift: buyers consider environmental, social, and economic impacts in every decision.
- Role: Procurement leads, Procurement managers, compliance teams

3. Supplier Engagement

- Clear communication of sustainability expectations to suppliers.
- Behaviour shift: suppliers adapt practices to meet sustainability requirements.
- Role: Category managers, Supplier relationship managers, contract manager

4. Training & Competency Building

- Staff trained on sustainability risks, opportunities, and tools.
- Behaviour shift: procurement professionals develop new habits and skills.
- Role: HR, Procurement Support, Procurement team

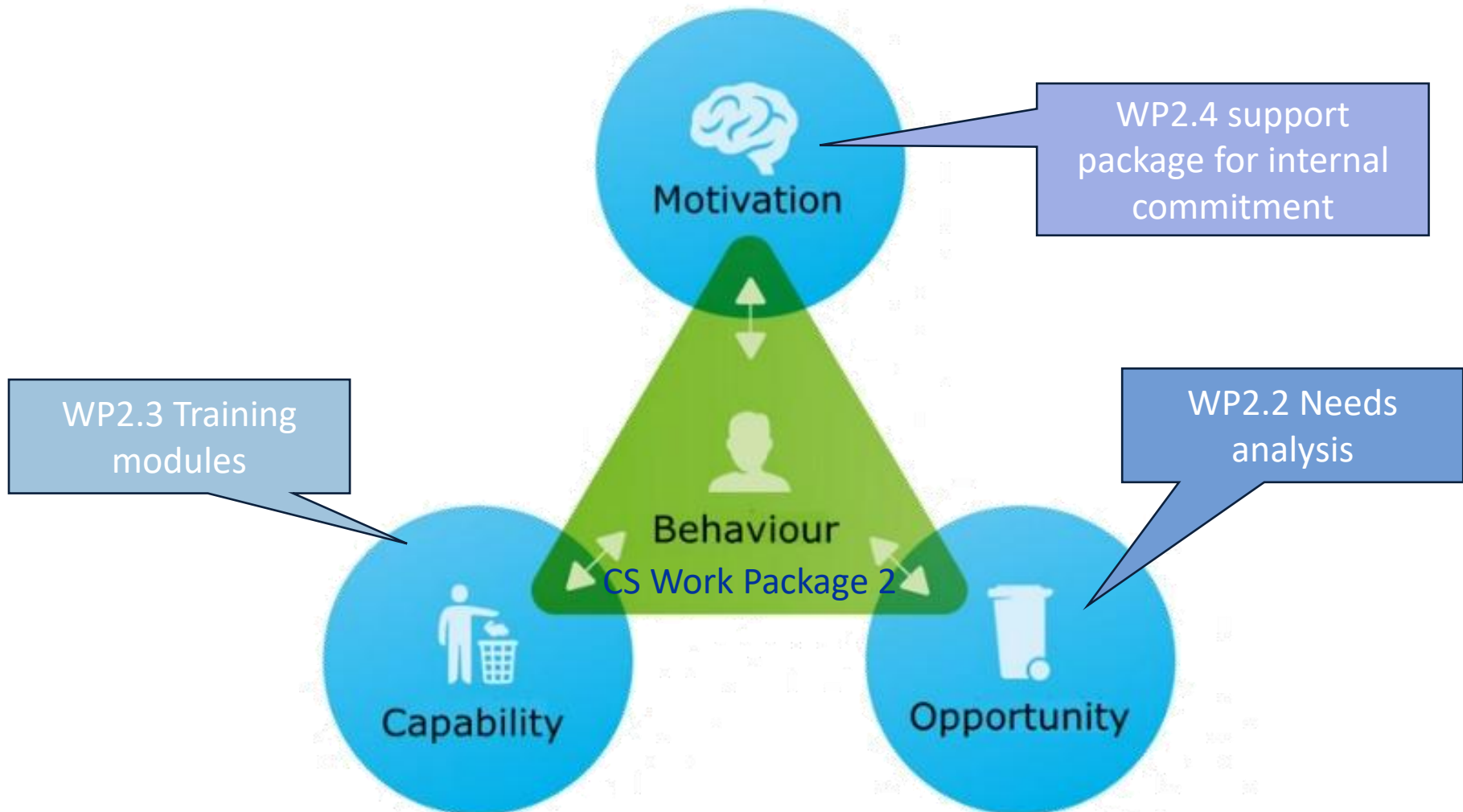
5. Performance Monitoring & KPIs

- Sustainability metrics integrated into procurement dashboards.
- Behaviour shift: continuous improvement becomes routine.
- Role: Procurement managers, Procurement analysts / specialists

6. Monitoring & Reporting

- Transparent reporting of sustainability outcomes to stakeholders.
- Behaviour shift: accountability drives cultural change and reinforces trust.
- Role: Contract managers, Procurement team, Sustainability team.

COM-B model



Mindset Indicator Matrix example

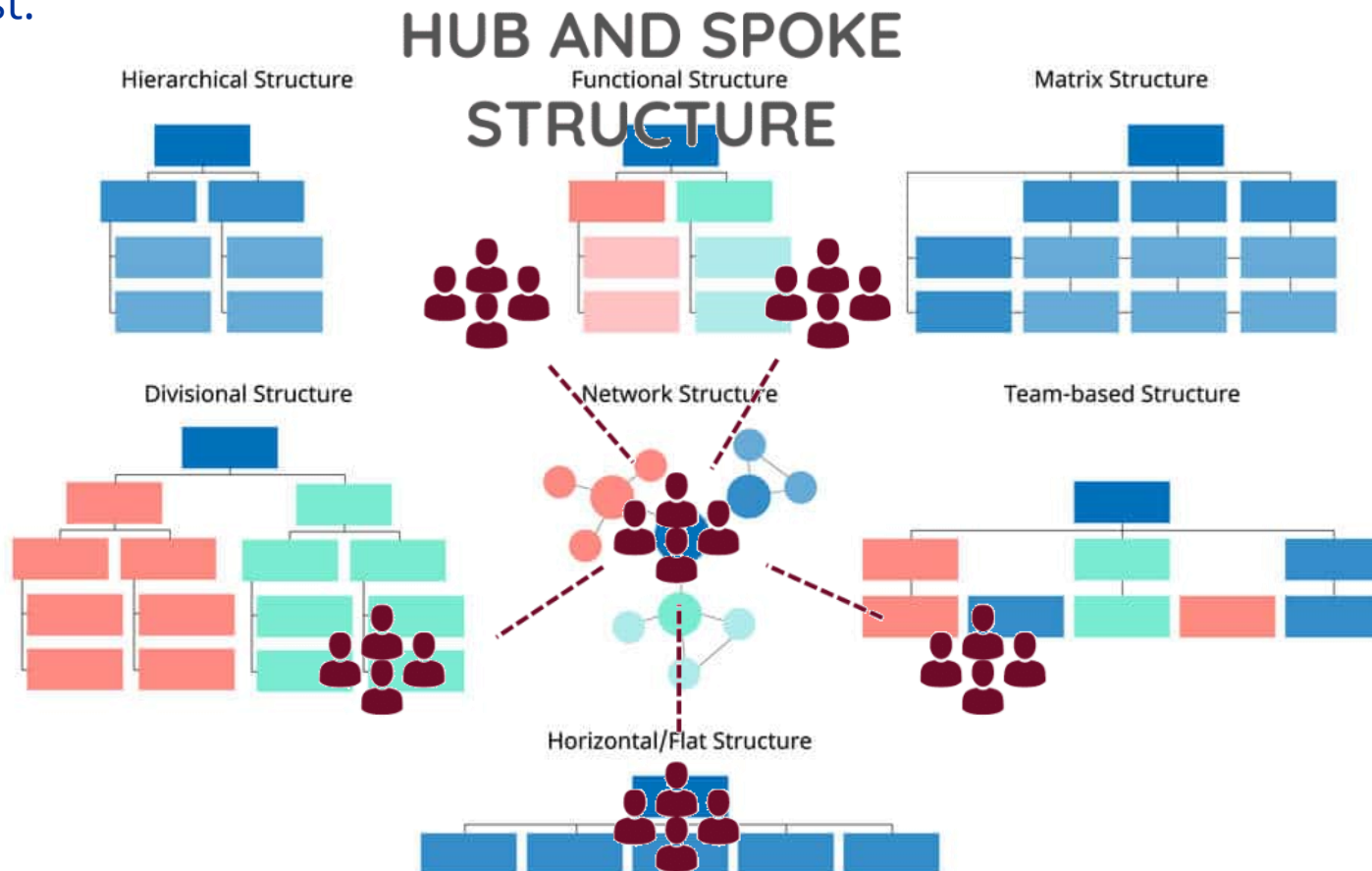
Mindset Shift Indicators	Foundation Level 1	Embed Level 2	Practice Level 3	Enhance Level 4	Lead Level 5
Motivation					
M1 Ambitions	<ul style="list-style-type: none"> No Circular Procurement (CP) ambition being set 	<ul style="list-style-type: none"> CP ambitions being set at individual level (bottom up) 	<ul style="list-style-type: none"> CP ambitions being set at project level 	<ul style="list-style-type: none"> CP ambition being set at departmental level (e.g. Procurement Finance, technical etc) 	<ul style="list-style-type: none"> Ambition to scale up CP to organisation level has been set
M2 Policies	<ul style="list-style-type: none"> No sustainable (or circular) procurement policy set 	<ul style="list-style-type: none"> A sustainable procurement (SP) policy has been produced by the organisation 	<ul style="list-style-type: none"> A Circular Procurement (CP) policy and actions have replaced the initial sustainability policy Or Sustainability policy explicitly references circular outcomes 	<ul style="list-style-type: none"> A CP policy is in place (with review dates & owners) and is supported by a strategy and action plan, with targets and timescales for delivery 	<ul style="list-style-type: none"> A circular procurement policy (and supporting materials) is directly linked to CE, Sustainability, Social and Environmental policies at organisational level
M3 Ownership of scaling up	<ul style="list-style-type: none"> No internal responsibility for sustainable procurement actions within the organisation 	<ul style="list-style-type: none"> Sustainable procurement across organisation and procurement function working towards wider organisational ownership 	<ul style="list-style-type: none"> Operational teams recognise their role in CP and the procurement cycle but no high level (Senior Management) support for scaling up 	<ul style="list-style-type: none"> Senior leadership has recognised CP as a strategic mechanism and the need for scaling up but operational teams are still being brought onboard with the process 	<ul style="list-style-type: none"> Circular Procurement is recognised as a strategic function by the Senior Leadership team and adopted by the operational functions across the organisation
M4 Communication	<ul style="list-style-type: none"> No communication internally or externally on ambitions 	<ul style="list-style-type: none"> Basic internal communication of SP or CP policy aims 	<ul style="list-style-type: none"> All relevant procurement stakeholders are aware of CP ambitions and procurement function recognise their roles and responsibilities 	<ul style="list-style-type: none"> All relevant procurement stakeholders aware of CP ambitions and recognise their roles and responsibilities and external peer to peer collaboration and knowledge sharing 	<ul style="list-style-type: none"> Internal and external communication on CP outcomes regularly undertaken alongside regular reporting to SMT on progress against CP actions
Capabilities					
C1 Awareness	<ul style="list-style-type: none"> There is little or no awareness of Circular Procurement and benefits 	<ul style="list-style-type: none"> Awareness of Sustainable Procurement and potential benefits of a holistic circular approach across the product procurement lifecycle. 	<ul style="list-style-type: none"> Procurement function and core stakeholders fully aware of CP benefits and benefits of scaling up 	<ul style="list-style-type: none"> Full awareness across the organisation and scaling up being implemented alongside external peer-to-peer knowledge sharing 	<ul style="list-style-type: none"> Full awareness across all organisation functions and scale up has been achieved.
C2 Capacity	<ul style="list-style-type: none"> No capabilities assessment has been made 	<ul style="list-style-type: none"> Understanding of capabilities and skills gaps 	<ul style="list-style-type: none"> Core procurement team skills and capacity building complete and capacity building across wider stakeholders is in planning 	<ul style="list-style-type: none"> Core team capacity and skills reviewed and updated regularly and capacity building across wider stakeholders is underway 	<ul style="list-style-type: none"> Fully resourced roll-out of capacity and skills-building across wider procurement stakeholders and reviewed regularly
Opportunities					
O1 Procurement Processes	<ul style="list-style-type: none"> Standard procurement processes in place with basic or minimal ad hoc consideration of SP on tender-by-tender basis 	<ul style="list-style-type: none"> Tender based approach to embedding CP through existing criteria on a consistent basis 	<ul style="list-style-type: none"> Pre-tender¹ procurement procedures in place (including market dialogues) to identify opportunities for key tenders 	<ul style="list-style-type: none"> Pre-tender CP assessments embedded in procedures and implemented on consistent basis. Forward planning of procurement is also undertaken regularly 	<ul style="list-style-type: none"> Pre-tender, tender and contract management procedures have been linked together along with a category management approach for prioritised categories
O2 Organisational (infra)structure	<ul style="list-style-type: none"> Organisation structure acts as a barrier to identifying circular economy outcomes 	<ul style="list-style-type: none"> Organisation recognises circular <u>benefits</u> but structure only enables limited action e.g. pilots 	<ul style="list-style-type: none"> Organisation structure and processes enable of limited change to adopt elements of circular procurement pilots 	<ul style="list-style-type: none"> Processes are being changed as required and organisation undertaking review of structural changes required to enable scale-up 	<ul style="list-style-type: none"> Organisation in the process of, or completed, relevant structural changes to enable scaling up

Current position

Overall organisation ambition

Organisation structure

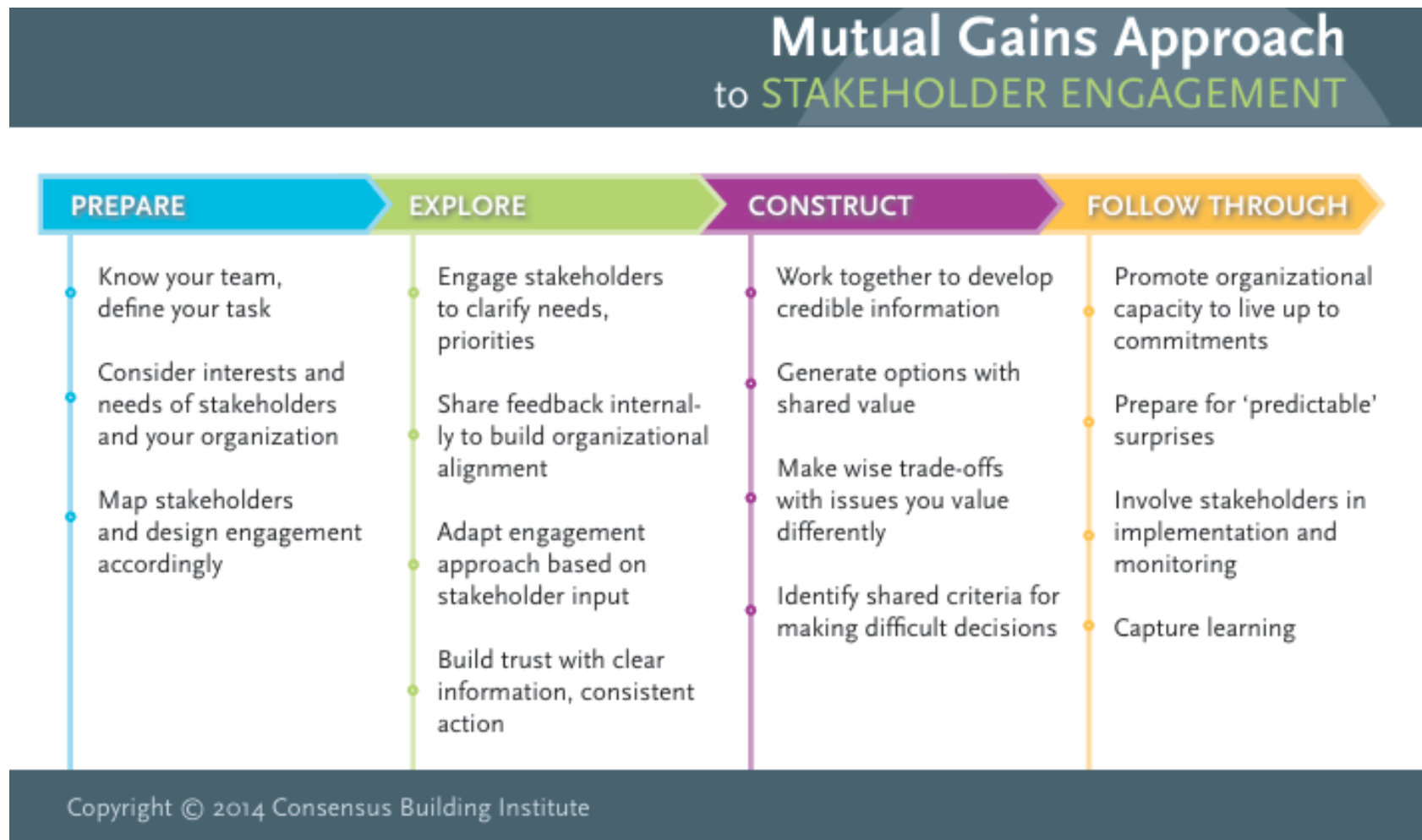
Organisational structure plays an important role in determining what barriers and levers exist:



Facilitating change

CIRCULAR SHIFT

Example: Mutual Gains Approach



Some MGA tips

Interest-based framing

- Each barrier should be treated as a signal of unmet needs, not resistance.

Joint problem-solving

- Invite stakeholders to co-create solutions, not just react to proposals.

Durable buy-in

- Build ownership through engagement, reducing the need for top-down enforcement.



5. Identifying the mindset change required

Five common barriers to change

1. Ensuring change delivers tangible and sustainable impact

- One of the most common pitfalls is how to translate strategic ambitions into measurable outcomes (WP3). Many organisations launch change programmes with bold ambitions but lack the mechanisms to track progress and sustain impact.

2. Aligning leadership and building organisational buy-in

- Successful change requires more than just top-down directives - it demands active engagement throughout the organisation (WP2), e.g. by fostering a culture of co-creation.

3. Bridging the talent and capability gap

- Many entities face the need to upskill existing employees sometimes compounded by a talent gap.

4. Overcoming the "pilot trap" to scale change efforts

- Many entities excel at piloting new initiatives but struggle to scale them across the organisation. This 'pilot trap' often stems from a lack of dedicated resources, unclear ownership, or insufficient focus on scaling capabilities.

5. Navigating external disruptions and industry-specific challenges

- The external environment can increase the complexity of delivering change (WP1), e.g. regulatory uncertainty, economic volatility, supply chain shifts, or political.
-

Current mindset

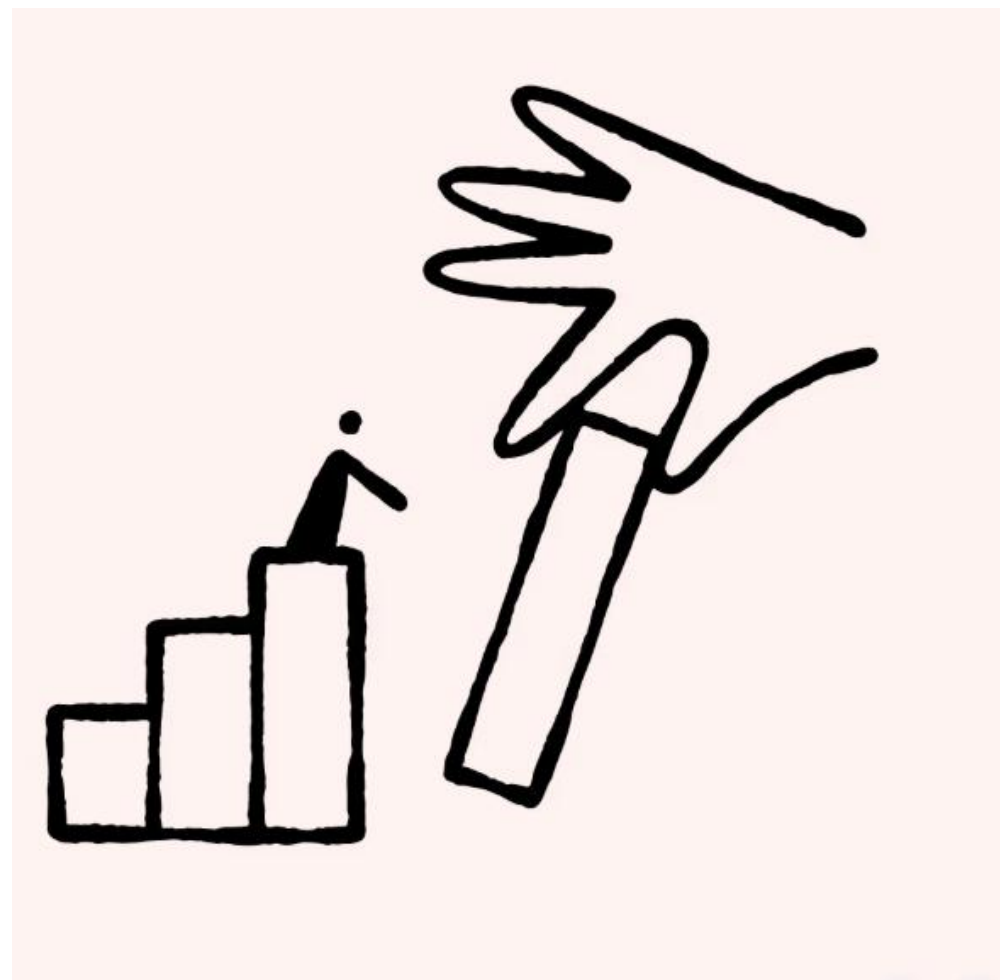
What are the current mindset barriers?

- What stops you choosing more circular and sustainable options today?

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Identifying the right mindset

Is a general change in organisational perspective required?

- e.g. promoting general awareness of sustainability
- stakeholder's role in delivering

or...

Not mutually exclusive

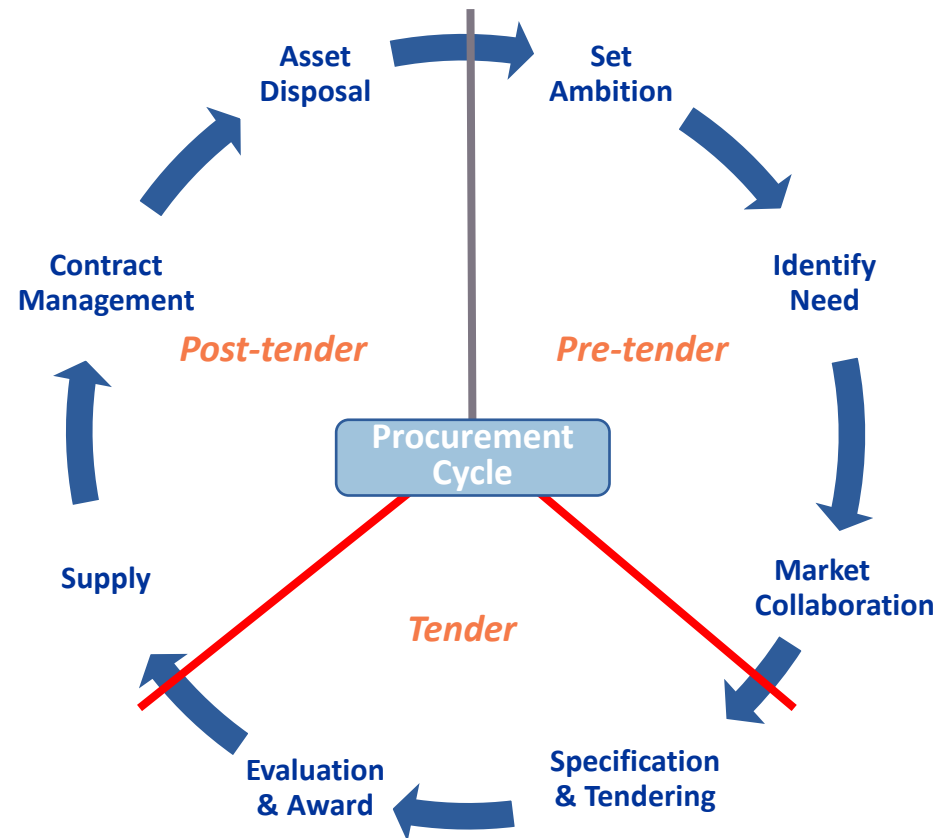
but mutually reinforcing

Mindset is human

Reducing impact	Pre-tender
Sustainability criteria (e.g. carbon footprint)	Tender
Engaging stakeholders (e.g. SMEs)	Post-tender
Management e.g. embedding sustainability targets or impact reduction e.g. carbon	Post-tender
Monitoring & reporting performance	Post-tender

6. Identifying stakeholders and mindsets

Simplified procurement cycle and stages



McKinsey influence model

Why it works

People mimic individuals and groups who surrounds them - sometimes consciously and sometimes unconsciously.

Why it works

People seek congruence between their beliefs and actions – believing in the “why” inspires them to behave in support of a change.



Why it works

You can teach an old dog new tricks - our brains remain plastic into adulthood.

Why it works

Associations and consequences shape behaviour - though all too often organizations reinforce the wrong things.

Success factors



Communication - For a process of change to be understood, accepted and implemented, it must be clearly communicated.



Collaboration - The right measures must be taken to successfully change behaviour. Focusing on collaboration and the purpose of the change is recommended.

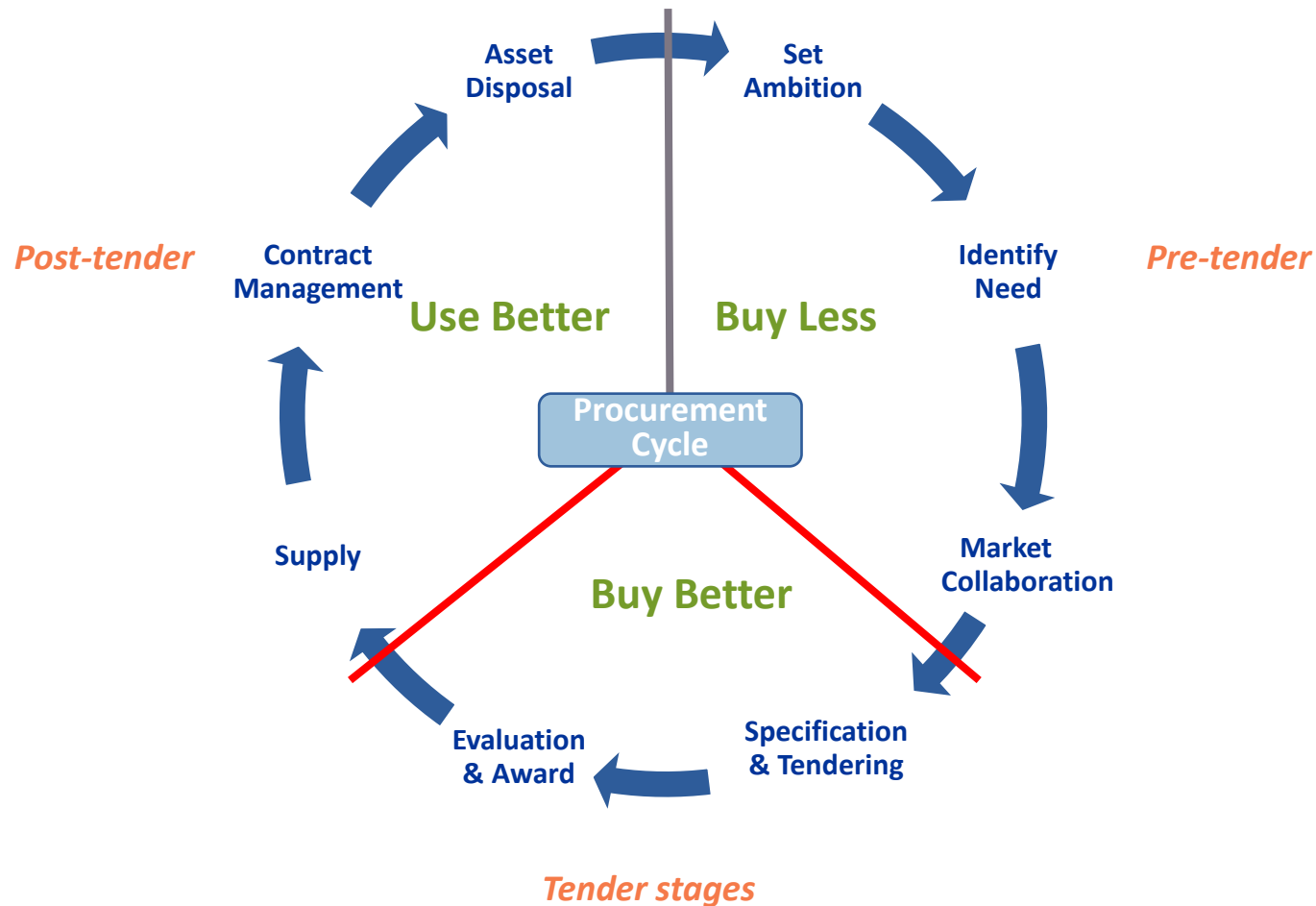


Capacity - Successful change requires the development of talents and extensions of skills. Staff must be supported and encouraged in this development so that they actively accept and own the change(s).



Champions - Role models help to implement change. Look for people and opportunities that will help you drive the process of change.

Simplified mindset change across the procurement cycle



Procurement stakeholder examples

CIRCULAR SHIFT

Procurement Role	Typical Procurement Title	Focus / Scope
Strategic & Policy Leadership	Chief Procurement Officer (CPO), Head of Procurement, Procurement Director	Sets policy, strategy, governance, capability building
Category Management/ Sourcing	Category Manager, Buyer, Framework operator	Develops category strategy, stakeholder engagement, negotiates key supplier contracts
Operational / Tactical	Budget Holder, Procurement Specialist, Buyer, Procurement Officer /Manager,	Financial, executes tenders & purchasing, due diligence, evaluation
Contract / Supplier Management	Contract Manager, Category Lead / Manager, Transition Broker	Supplier relationships, monitoring and KPI & performance reporting
Procurement Enablement / Support	Procurement Analyst /Adviser, Systems/Process Lead, Policy, Legal, & Compliance Officer, Sustainability (including carbon) team	Sustainability advice, compliance, data management, systems administration, training, reporting etc

Stakeholder barriers

Stakeholder Role	Core Interests	Barriers to Change	MGA Engagement Strategies
Executive / Leadership	Strategy, reputation	Competing priorities, unclear benefits	Frame as value creation, use benchmarks
Finance Teams /budget holder	ROI, budget control	Perceived cost, delayed value	Lifecycle costing, align KPIs
Procurement teams	Cost, compliance, risk	Unclear criteria, workload	Co-develop metrics, pilot tools
End Users / Departments	Fit-for-purpose, usability	Resistance to change, quality concerns	Include in scoping, test alternatives
Legal/Compliance	Risk, clarity, alignment	Liability fears, ambiguity	Co-create templates, clarify roles
Sustainability Teams	Impact, circularity	Siloed, low influence	Embed early, align with reporting
IT / Systems Teams	Integration, security	Incompatibility, resource limits	Co-design tools, phase integration

7. Stakeholder Management

Group exercise



Break out exercise

- Consider the following questions:
 1. Who are your stakeholders? Create a list for your group
 2. Which stakeholders should you be focussing on?
 - Power / influence / Interest
 3. What are the barriers / mindset change required?
 4. What are the success factors for your mindset change strategy or strategies?
- 3 Groups:
 - Pre-tender
 - Tender
 - Post-tender

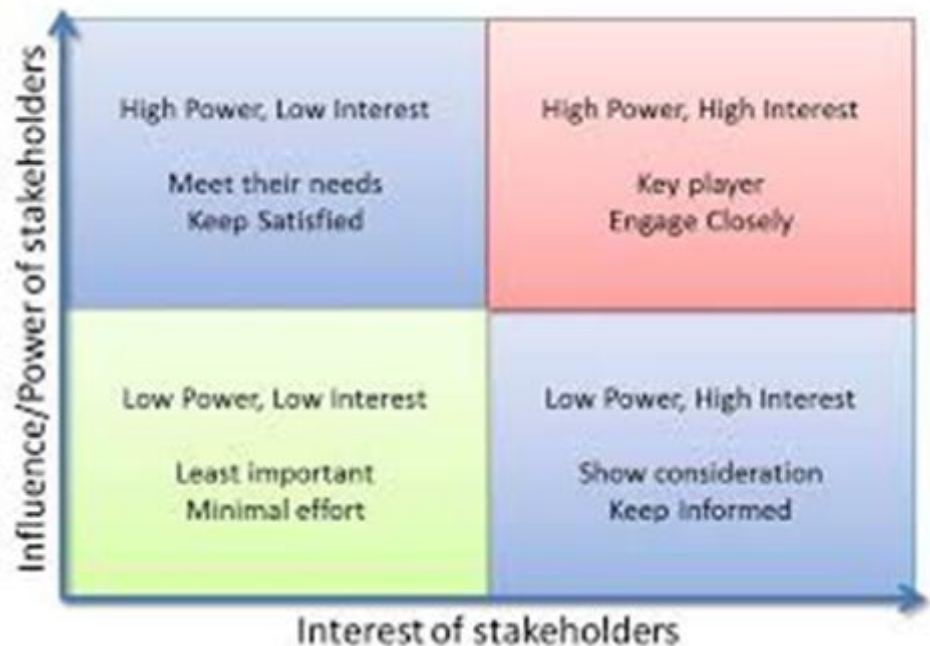
30 Minutes

Procurement stakeholder examples

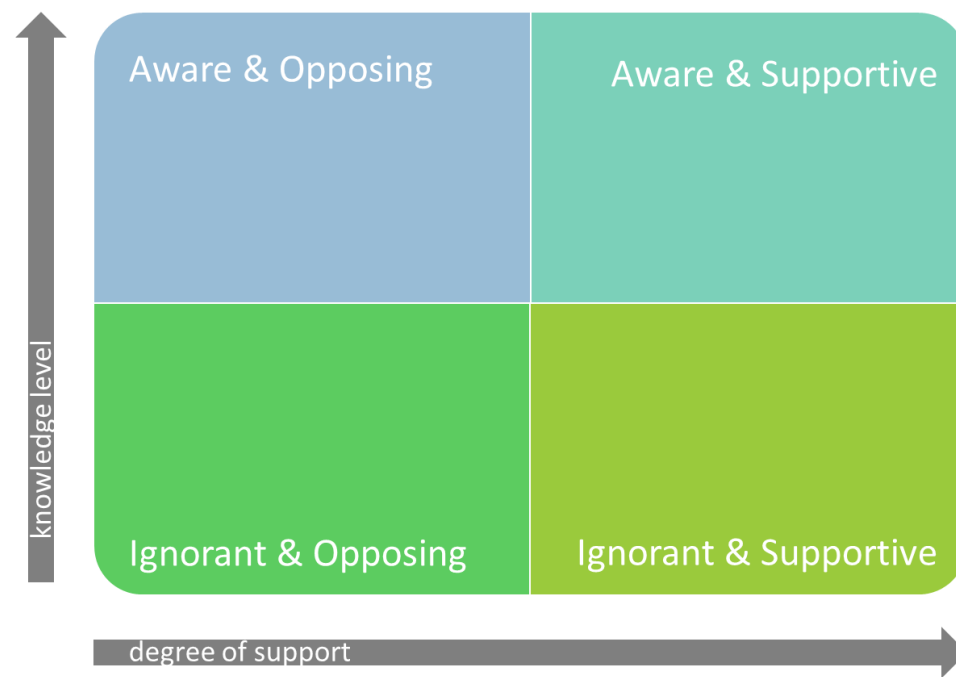
CIRCULAR SHIFT

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Power-Influence-Interest

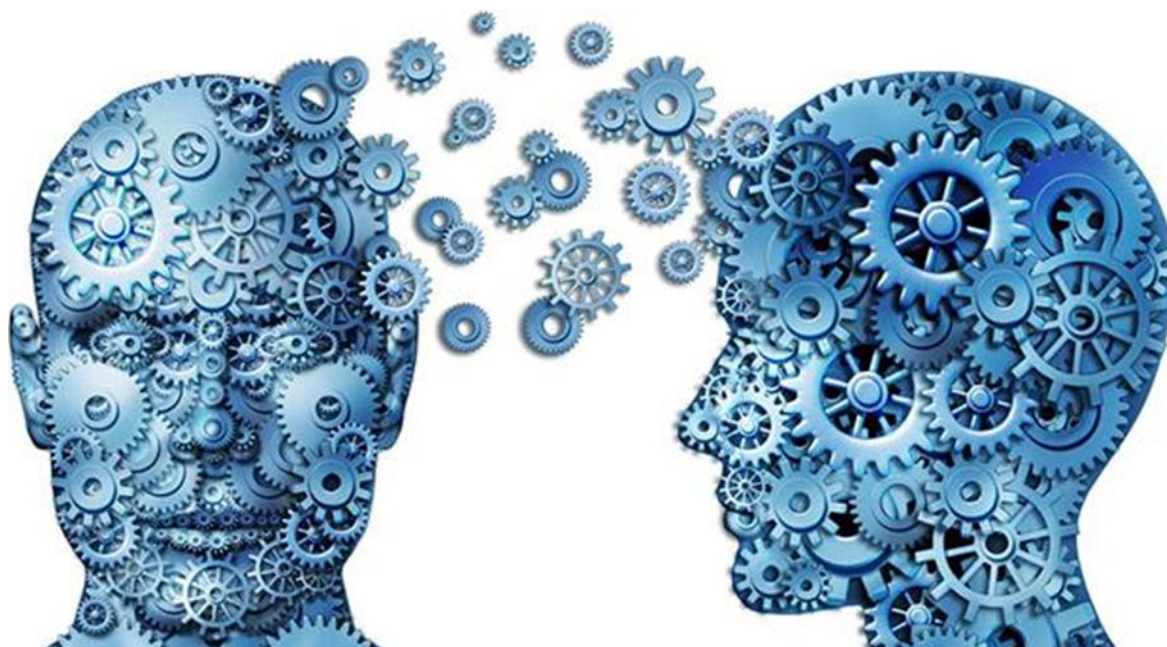


Stakeholder knowledge base



8. Plenary discussion

ALL



9. Next steps

- Link to afternoon workshop
 - Map barriers to COM-B categories (Capability / Opportunity / Motivation) and choose 1 most impactful intervention.
-

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Thank You
