

# C-PRONE: Shifting Organisational Mindsets

## Circular Minds: Framework

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**Circular Minds**

# A working definition

## *Mindset*

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. It involves **intentional efforts to adopt new behaviours, eliminate undesirable ones, or modify existing ones** to achieve specific goals or desired outcomes.

# Changing behaviour



# Decisions and policy



## Standard policy tools

- Information
- Incentives and prices
- Laws

# Procurement decision-making influences

## Individual

- Incentives, rewards & recognition
- Aspirations
- Self-perception
- Mindsets & beliefs
- Bandwidth

## Social

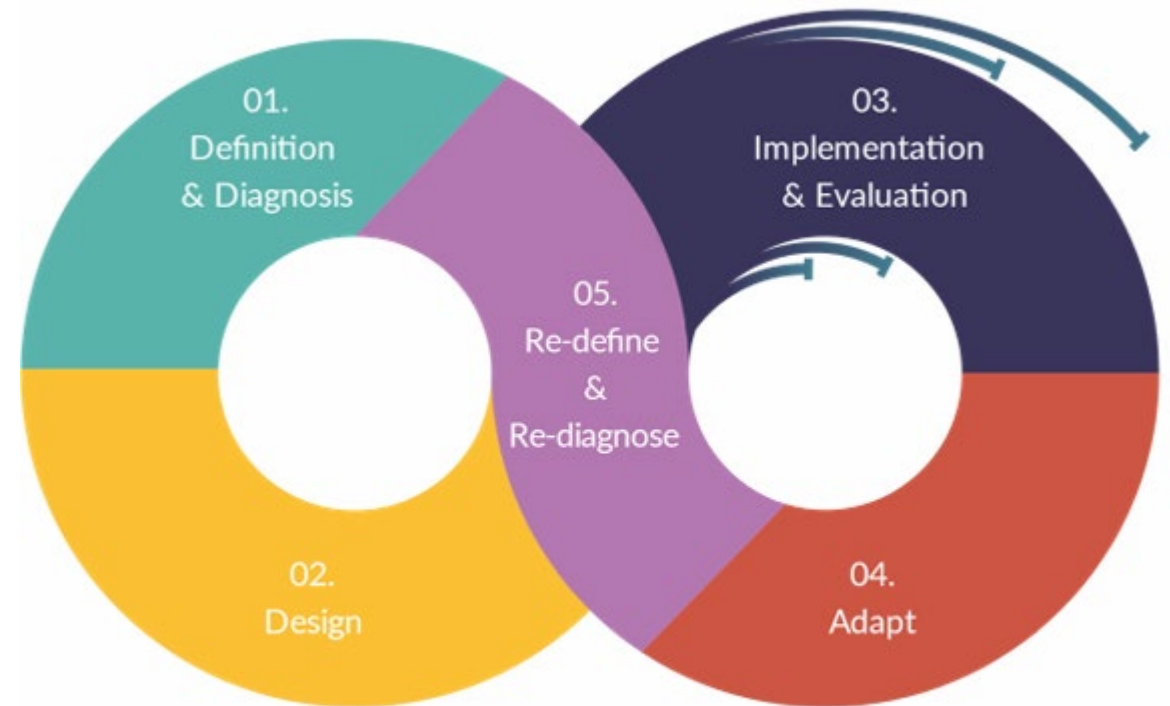
- Norms – peers & colleagues
- Leadership – Management team
- Authority – superiors
- Social expectations & pressure – bidders, politicians, citizens / taxpayers

## Environmental

- Regulation & legislation
- Institutional culture & governance
- Accountability
- Choice models & architecture
- Information & processes

# 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.



# Potential mindset indicators

- Increased awareness
- Shift in attitudes and beliefs
- Adoption of new habits
- Consistent action
- Decrease in barriers (and negative behaviours)
- Improved self-monitoring
- Improved relationships - internally and externally
- Sustained change - no backsliding
- External validation e.g. peer review by partners)

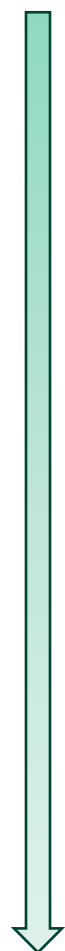


# Developing a framework



5 levels of ambition and progress

indicators



Mindset Shift Indicators	Foundation Level 1	Embed Level 2	Practice Level 3	Enhance Level 4	Lead Level 5
<b>Motivation</b>					
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<b>M2 Policies</b>	<ul style="list-style-type: none"> <li>No sustainable (or circular) procurement policy set</li> </ul>	<ul style="list-style-type: none"> <li>A sustainable procurement policy has been produced by the organisation</li> </ul>	<ul style="list-style-type: none"> <li>A Circular Procurement policy and actions have replaced the initial sustainability policy</li> <li>Or – sustainability policy explicitly references circular outcomes</li> </ul>	<ul style="list-style-type: none"> <li>A CP policy is in place (with review dates &amp; owners) and is supported by a strategy and action plan, with targets and timescales for delivery</li> </ul>	<ul style="list-style-type: none"> <li>A circular and sustainability policy (and supporting materials) is directly linked to CE, Sustainability, Social and Environmental policies at organisational level</li> </ul>
<b>M3 Internal buy-in to scaling up</b>	<ul style="list-style-type: none"> <li>No internal buy-in to <u>sustainable</u> procurement actions within the organisation</li> </ul>	<ul style="list-style-type: none"> <li>Sustainable procurement recognised across organisation and procurement function working towards wider organisational CP buy-in</li> </ul>	<ul style="list-style-type: none"> <li>Operational teams recognise their role in CP and the procurement cycle but no high level (Senior Management) buy-in to scaling up</li> </ul>	<ul style="list-style-type: none"> <li>Senior leadership has recognised CP as a strategic mechanism for scaling up but operational teams are still being brought onboard</li> </ul>	<ul style="list-style-type: none"> <li>Circular Procurement is recognised as a strategic function by the Senior Leadership team and operational functions across the organisation</li> </ul>
<b>M4 Communication</b>	<ul style="list-style-type: none"> <li>No communication internally or externally on ambitions</li> </ul>	<ul style="list-style-type: none"> <li>Basic internal communication of SP/CP policy aims</li> </ul>	<ul style="list-style-type: none"> <li>All relevant procurement stakeholders are aware of CP ambitions and procurement function recognise their roles and responsibilities</li> </ul>	<ul style="list-style-type: none"> <li>All relevant procurement stakeholders aware of CP ambitions and recognise their roles and responsibilities and external peer to peer collaboration and knowledge sharing</li> </ul>	<ul style="list-style-type: none"> <li>Internal and external communication on CP outcomes regularly undertaken alongside regular reporting to SMT on progress against CP actions</li> </ul>
<b>Capabilities</b>					
<b>C1 Awareness</b>	<ul style="list-style-type: none"> <li>There is little or no awareness of Circular Procurement and benefits</li> </ul>	<ul style="list-style-type: none"> <li>Awareness of Sustainable Procurement and potential benefits of a holistic circular approach across the product procurement lifecycle.</li> </ul>	<ul style="list-style-type: none"> <li>Procurement function and core stakeholders fully aware of CP benefits and benefits of scaling up</li> </ul>	<ul style="list-style-type: none"> <li>Full awareness across the organisation and scaling up being implemented alongside external peer-to-peer knowledge sharing</li> </ul>	<ul style="list-style-type: none"> <li>Full awareness across all organisation functions and scale up has been achieved.</li> </ul>
<b>C2 Capacity</b>	<ul style="list-style-type: none"> <li>No capabilities assessment has been made</li> </ul>	<ul style="list-style-type: none"> <li>Understanding of capabilities and skills gaps</li> </ul>	<ul style="list-style-type: none"> <li>Core procurement team skills and capacity building complete and capacity building across wider stakeholders is in planning</li> </ul>	<ul style="list-style-type: none"> <li>Core team capacity and skills reviewed and updated regularly and capacity building across wider stakeholders is underway</li> </ul>	<ul style="list-style-type: none"> <li>Fully resourced roll-out of capacity and skills-building across wider procurement stakeholders and reviewed regularly</li> </ul>
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# Framework – mindset indicators

## Motivation sub-set



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— Current position

- - - Overall organisation ambition

# Thank you



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