

Progetto L2C

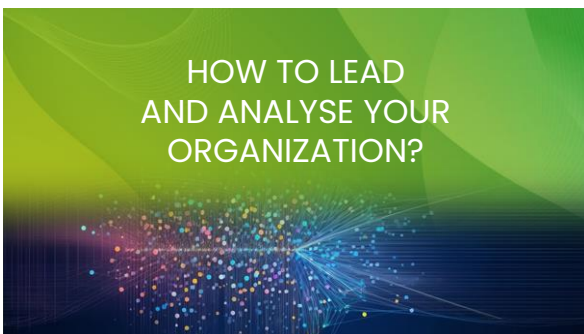
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Lez. 3.1 - CHANGE MANAGEMENT MODELS

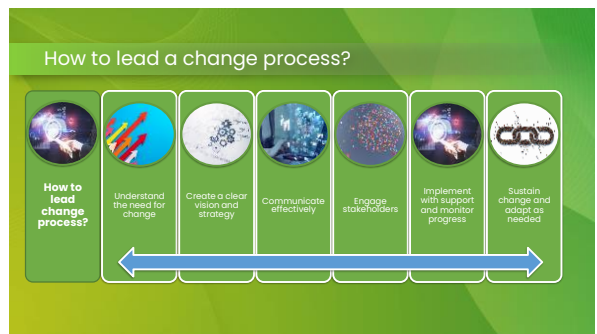


Topics

- How to lead and analyse your organization?
- How to implement Circular Economy changes?



HOW TO LEAD AND ANALYSE YOUR ORGANIZATION?



How to analyse and define your organisation needs?

Conducting the analysis is the initial phase of the transformation process.

You can do it in 2 steps:

- **STEP 1:** Analyse your Stakeholders and evaluate Resources you use
- **STEP 2:** Assess current circularity levels and identify expansion opportunities

You can use following tools created in L2C project:

- Stakeholder map
- Resources used – resources wasted
- 9R Analysis
- Circular Canvas

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HOW TO IMPLEMENT CIRCULAR ECONOMY CHANGES?

- ▶ How to write proper CE policy?
- ▶ How to involve stakeholders in the changes?
- ▶ How to perform risk analysis?



CE Policy structure

CE Policy should include:

- ▶ Purpose
- ▶ General rules

Purpose

To come up with the purpose, think of the vision of your organization after the transformation.

Answering the following questions will be helpful:

- ▶ Where do you see your organization after CE transformation?
- ▶ Where would you like to be?
- ▶ Why is it important?
- ▶ Why are you going through CE transformation?

General rules

To build a list of general rules it is easier to start with answering some of the questions below:

- ▶ What are your organisation's CE goals – short and/or long-term ones?
- ▶ What are your values?
- ▶ What are the general rules you plan to follow to achieve those goals?

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- What behaviours do you want to promote?
- How do you want to do business from now on?
- What changes to your core processes are needed?
- How will you monitor and measure the CE transition process?

Involving stakeholders in the changes

When thinking about stakeholder involvement in the change process, it is important to take particular account the needs of:

- Owners/shareholders/investors
- Customers
- Employees
- Suppliers



Three steps to involve your stakeholders in the changes

1. Identify your stakeholders impacted by the CE transition
2. Determine their level of influence, interest, concerns and needs

3. Plan how to engage and mobilize them for support and participation.

In your plan you should answer the questions:

- How will you communicate with them?
- What support and trainings will you provide?
- How to involve them in the decision-making process?

Risk analysis

- Identify Potential Outcomes
- Assess Stakeholder Reactions
- Classify Consequences and develop Strategies
- Proactively think about your reactions

Plan your reactions to minimise the risk

- **Identify Risks:** List potential challenges and obstacles
- **Assess Impact:** Evaluate the consequences of each risk
- **Assign Ownership:** Designate responsibility for each risk

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Questions

- What are the phases of leading the change process?
- What should the CE policy structure contain?
- What are the 3 steps for involving stakeholders in the change process?

