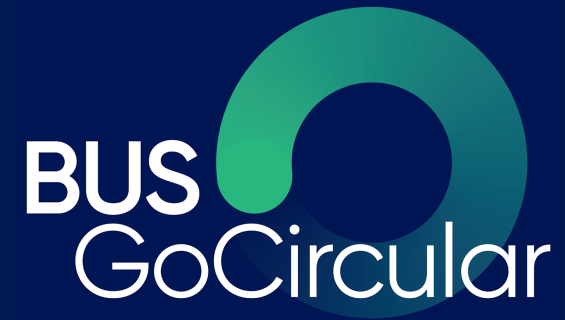


BUS GoCircular

Training pack for the Netherlands



This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 101033740



Shaping a Circular Sustainable Future

Module 1

INTRODUCTION TO CIRCULAR ECONOMY IN CONSTRUCTION

Circular Economy in the Construction Industry Summary



Through this module the learner will gain an understanding of what the Circular Economy is in a general sense and what the benefits and barriers are in order to implement this today. They will explore the current situation within Europe and internationally in relation to the Circular Economy and further explore how this relates to the construction industry.

Click here to discover the module! You will need internet connection.

MODULE 1 - P1



**Duration
4 hours**

More cases studies of circular design in Materials, waste, energy & water



Click here to discover the module! You will need internet connexion.

[MODULE 1 - P2](#)



Duration
2 hours



Duration
2 hours

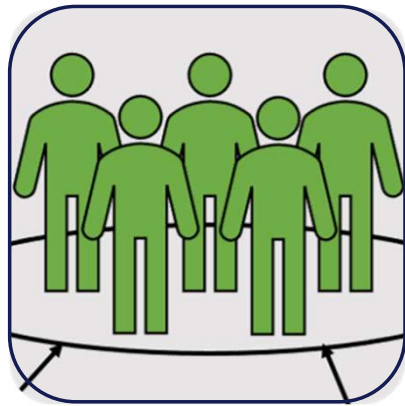
Module 1

WORKSHOP

Exercise 1 and 2

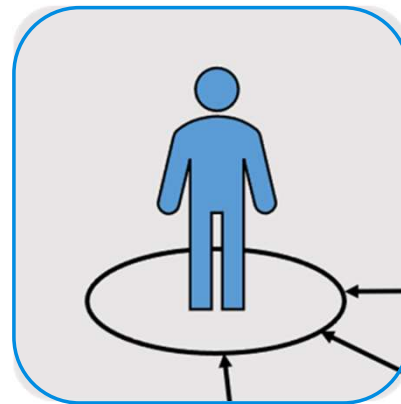
WORKSHOP MODULE 1

This workshop serves as a summary and evaluation method of what has been learnt in Module 1 - Introduction to the Circular Economy: Basic strategies to implement circularity in your company. It can be carried out in three modes:



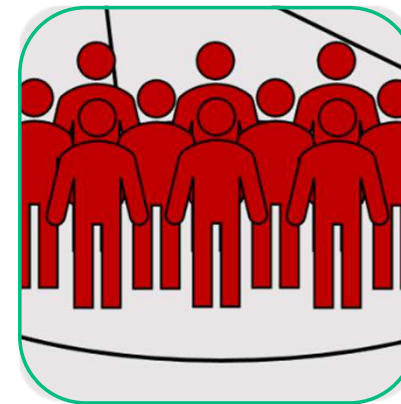
In groups

Divide in groups of 3 or 4, depending of the participating people and realise the workshop. Then, share your ideas with the others teams and debate with one's are the more complete and accurate for the same project.



Individual

Also can be implemented individually and then be shared each exercise with the manager and/or partners to compare ideas and learn from other's partners creativity.



All the team

Another idea is to conduct this workshop together, choosing a team leader to write down or draw all the ideas shared in common by the whole team, generating more discussion.

Exercise 1: Find out where the opportunities are for your organisation

Here is an overview of the different principles. They are not limiting, you can find or create more strategies based on these principles. Take a look around.

Then, are there any principles in which you see opportunities? How can the different key principles be applied in your project? Sketch out at least one of the five reflections below on a building, product or system develop in your company:

Roadmap

- Take a new (or existing) project in mind (has to be the same for all the people implementing the workshop or by groups)
 - Read the five reflexions to start the debate of how this project can be designed/build to be fit for the future?
 - Develop your ideas (don't be afraid to draw!) of one of the five reflections
- TIME: 90 minutes**

Key principle	Strategy group	Description
	Regenerative materials	Use of bio-based, reusable, non-toxic and non-critical materials for products.
	Regenerative water	Replace fresh water with rain water or sea water and take measures for efficient water use.
	Regenerative energy	More efficient use of energy, preferably renewable and electric.
	The lifespan of products in use maximize	Upgrade, repair, and maintain products while they are still in use.
	The lifespan of products after use	Return of products, products and parts a second life after the end of their useful life.
	The lifespan of organic products maximize/ optimize	Ensuring that organic products are properly managed and stored.
	Value waste streams- closed loop	Reuse, repurposing and recycling of waste streams within the same industry.
	Valorize waste streams- open loop	Reuse, repurposing and recycle waste streams within other industries.
	Recovery energy from waste	Recovering energy from waste or generating fuels and energy from waste streams.
	Design from waste	Designing products to reduce waste (material, water, energy) during production and use.
	Cyclable design	Designing products to allow multiple uses and lifecycles of a product and its materials.
	Design for sustainability	Designing products that are built to last and to ensure longer use.
	Collaboration with the industry	Collaborate with industry peers to create shared value and identify synergies.
	Cooperation between customers and consumers	Involving and guiding customers and consumers to ensure circular use of products.
	Cooperation between governments	Collaborating with the government on circular policies and programs
	Internal cooperation	Collaborate internally to guide employees and share more knowledge between internal departments
	Cooperation in the community	Involving the local community where facilities or offices are established.
	Product business models	Delivering products to consumers through business models that require a guarantee maximum value
	Business models for services	Delivering services to customers through business models that ensure maximum value.
	Data and insights	Use technologies to collect and analyze data to understand resource use
	Digital platforms	Using online platforms to connect stakeholders and improve information sharing.
	Education and learning plans	Integration of the beginnings of circularity into the primary, secondary and tertiary curriculum and providing training in the workplace.
	Knowledge management	Establish definitions and create frameworks to support the understanding of circularity in different contexts and maintain coherent systems for sharing, processing and storing data.
	Research and development	Research and facilitate new technological developments to support the transition to a circular economy.
	Communication and awareness-raising	Awareness raising and information campaigns on circular economy strategies and impact in different contexts.

Think about the extraction of materials. What materials/construction solution are needed? Where do they come from? Can its origin be renewable and low-impact material? Can you include reused materials or recycled content?

1

2

3

Think about the design, use and products of your project. Is it future-proof like flexible, adaptable and can be dismantled to be easy to repair and accessible to installations? Are the unions removable, modular solutions, all layers accessible?

Flexible:

Adaptable:

Dismantle:

Think about the construction/ production of your project. What processes will be used and how can these be minimise? How are you going to manage the waste and where you are going to process it? locally?

1

2

3

Think about the use of your building. How can energy and water demand and consumption be minimised? Which measure or systems you have to implement? And maximise biodiversity?

Energy

Water

Biodiversity

Think about the disposal of your building. What happens to the building after it reaches the end of its life? Can be dismantled and reusable/recyclable by materials? Who will manage it?

Hipotesys 1

Hipotesys 2

Hipotesys 3

On the hunt for circular targets. Are you aware of your organisation's circular targets?

An organization's strategy is the practical plan through which the organization's objectives are realized. What does circularity mean for your organization? What are the focal points? What is the focus on and what is not? For instance, does the organization focus on reducing waste or on integrating processes?



Without targeted objectives anchored in the strategy, there is no need to carry out actions on circularity. After all, business activities beat strategy. That is why it is so important to give circularity a place in the strategy and set clear objectives. This way, everyone in the organization can and must contribute to a circular organization.

Exercise 2 about your organisation's circular targets

- ▶ How is circularity included in your organisation's strategy? For example, is it a general theme briefly mentioned or is it woven into the objectives? Look it up!
- ▶ What is your organization's overarching circular ambition?
- ▶ How do you feel about the objectives? Can you contribute to the objectives in your work? Are the objectives being acted upon enough?
- ▶ What should your organisation still focus on? Can you translate to specific actions?

TIME: 30 minutes

EXTRA MATERIAL

Click here to discover extra material for reading and watching of this Module! You will need internet connexion.

[MORE INFO](#)





Shaping a Circular Sustainable Future

Module

**Dynamisch Verbinden voor de
Manager Duurzaamheid**

Methode Dynamisch Verbinden voor de Manager Duurzaamheid

Steeds meer bedrijven hebben een manager duurzaamheid / mvo. Deze krijgt vaak de verantwoordelijkheid om het bedrijf mee te nemen in de transitie naar circulariteit en/of duurzaamheid. Tegelijkertijd heeft de persoon in deze rol vaak geen formele hiërarchische positie in de lijn.

Hoe kun je, juist vanuit een ondersteunende rol, je collega's meekrijgen?

In deze module bieden we handreikingen vanuit de beproefde methode Dynamisch Verbinden.

Introductie Dynamisch Verbinden (engaging dynamics)

*Als je het niet persoonlijk maakt dan bestaat het
niet*



Doelstelling

1. Kernachtig bekend worden met de principes en begrippen van Dynamisch Verbinden
2. Kunnen herkennen in de manier van werken van Building Changes
3. Kunnen vertalen naar de context van assessment, coaching, gaming, training.

Engaging

Engaging, als organisatie-benadering, ontstond uit:

- De behoefte aan een *nieuw commitment*
- De inzet van talent en competentie
- De behoefte aan *verbindend leiderschap*

Excentrisch, systemisch, praktijkgericht, open geest, ruimte scheppend, balans tussen creativiteit, verandering en beheersing.

Volwassen organisaties

In een volwassen organisatie zie je:

- **Gespreid leiderschap:**
ieder neemt initiatief
- **Gespreide regie:**
ieder is in control
- **Gedeeld eigenaarschap:**
ieder werkt vanuit een gedeelde verantwoordelijkheid

Engaging Dynamics

- Engaging behelst de uitnodiging tot deelname
- Doorslaggevend is de mate van wederzijds commitment
- Wederzijdse betrokkenheid, zowel in 'verticale' relaties, als in 'horizontale' relaties

Engaging *Dynamics*

Wederzijds commitment ontstaat:

- wanneer het leiderschap actief de actoren *initieert* en
- de actoren op hun beurt effectief worden *ondersteund*

Zo ontstaat een betrokken dynamiek

Gedeelde verantwoordelijkheid

Het resultaat is een cultuur van samen werken

Wat je dan ziet, zijn processen waarin in verschillende combinaties wordt samengewerkt. Daarin wordt verantwoordelijkheid gedeeld.

Bureaucratisch-hiërarchisch probleem

Bureaucratie

- Onpersoonlijk
- Verkokerd
- Regelgericht/procedureel

Hiërarchie

- Eenzijdig
- Van boven
- Niet erkennend

Het geheel

- Verwarring tussen verantwoording afleggen en verantwoordelijkheid nemen
- Verlamdend
- Eilandjes
- Via de backoffice de frontoffice werk laten doen

Gebrek aan engagement

Hier ontstaat het bureaucratisch-hiërarchisch probleem:

- De vervanging van mede-verantwoordelijkheid door *verantwoording* leidt tot bureaucratie
- Dan vermindert deelname en betrokkenheid. Dan vermindert het *engagement*

Engage!

Het enig antwoord op gebrek aan engagement is opnieuw verbinden.

Engage: verticaal en horizontaal

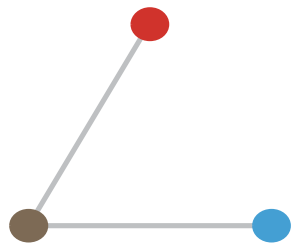
Ga de verbinding aan. Zorg voor wederzijdse aantrekkelijkheid. Dan kan ieder zich weer medeverantwoordelijk voelen.

Dynamisch Verbinden®

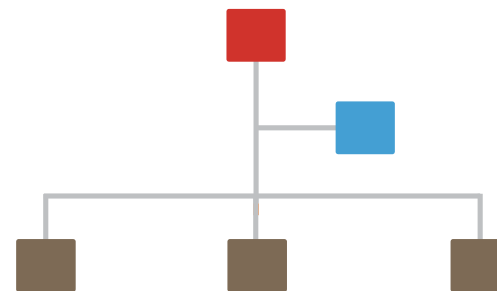
- Als je verantwoordelijk werkt dan ben je in verbinding, zowel met je leidinggevende als met je ondersteuning
- Wanneer je verantwoordelijkheid hebt genomen, dán wil je je daarop verantwoorden
- In een verbonden - engaged - werkcultuur staan deze dingen in verbinding en staat het ene naast het andere, nevenschikt, congruent

Dynamisch Verbinden[®]

Je manier van werken naast je manier van verantwoorden

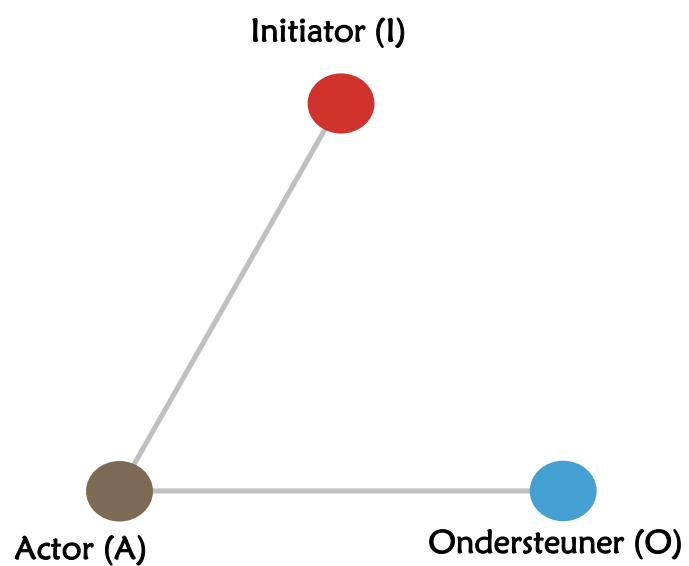


Manier van werken



Manier van verantwoorden

Dynamisch Verbinden



I: wil iets en initieert

A: neemt verantwoordelijkheid en realiseert het initiatief

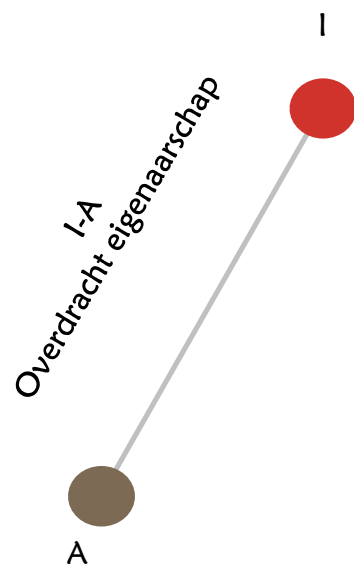
O: ondersteunt op de relatie tussen I en A, opdat eigenaarschap optimaal kan worden genomen

Vier principes

- Overdracht van eigenaarschap
- Reflectie op eigenaarschap
- Relaties moeten eigenlijk en eerlijk blijven (wederzijds aantrekkelijk)
- Sturen op dynamiek

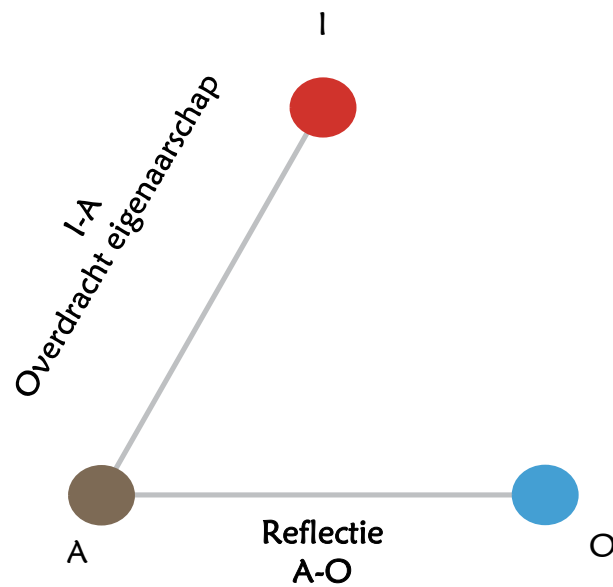
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Basisprincipe 1



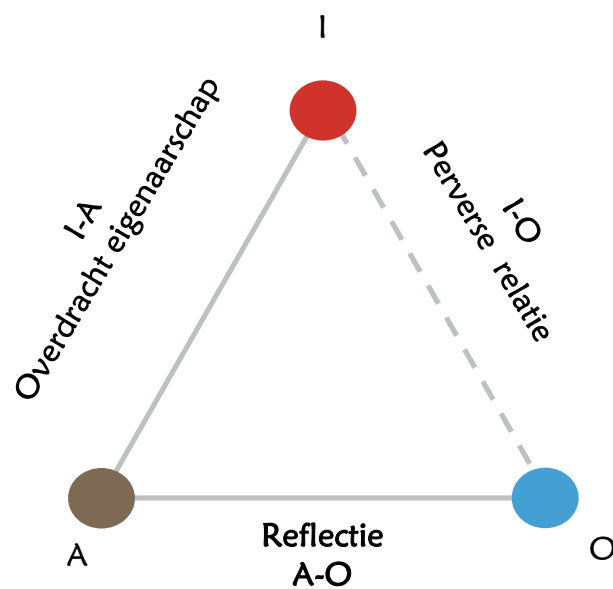
Tussen de Initiator en Actor vindt overdracht van eigenaarschap plaats: wederzijds engagement.

Basisprincipe 2



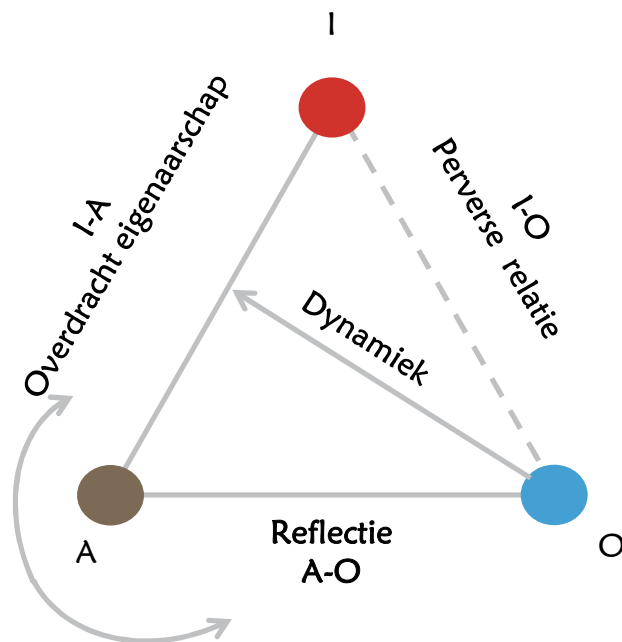
Tussen de Actor en de Ondersteuner vindt de reflectie plaats op de effectuering van het eigenaarschap: verdieping van eigenaarschap door (kennis-)reflectie.

Basisprincipe 3



De relatie tussen Initiator en Ondersteuner mag niet gesloten worden, want dan wordt de actor uitgesloten en blokkeert het engagement.

Basisprincipe 4



Wanneer wederzijds eigenaarschap tot stand is gekomen en op de effectuering ervan is gereflecteerd, dan zal blijken dat O, in de ondersteuning van A, de relatie tussen A en I faciliteert. De dynamiek van engagement.

Engaging Dynamics

Vanuit deze principes ontstaat:

- gemotiveerd deelnemen, wederzijds handelen (identificatie)

in plaats van

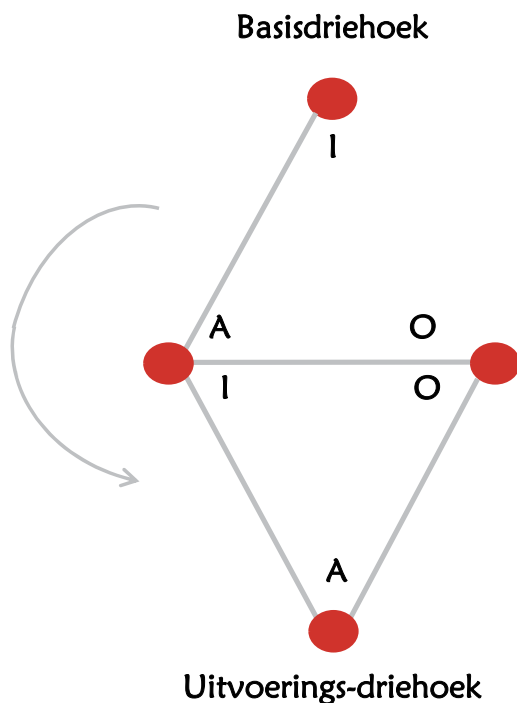
- doen, routinematig opvolgen (negatie)

Engaging tussen processen

Het ene proces wordt verbonden met het andere proces. Vanuit één 'driehoek' wordt verbonden met een andere 'driehoek'.

De dynamiek van *samen werken* creëert de synergie tussen processen.

Voorbeeld



Boven: Beleids- of basisdriehoek
Onder: Uitvoeringsdriehoek

Cruciale overgang: de Actor in de beleidsdriehoek wordt Initiator in de Uitvoeringsdriehoek. Er is in de Uitvoeringsdriehoek een nieuwe Actor die de uitvoering op zich neemt. Dezelfde Ondersteuner ondersteunt. Ook voor de Ondersteuner geldt een rolovergang: van beleidsondersteuner naar uitvoeringsondersteuner.

Dynamisch Verbinden[®]

Kerncompetenties en vaardigheden

- Focussen: werken op wat echt belangrijk is
- Verbinden: sturen op samenwerking in processen
- Communiceren: wederzijds contact maken

Engaging Dynamics

De driehoek verbeeldt de kleinst mogelijke effectieve manier van samenwerken.

Ze verbeeldt tegelijk de principes van alle samenwerking.

Initiatie, actie en reflectie vormen de hoekstenen van gedeeld leiderschap.

Focussen

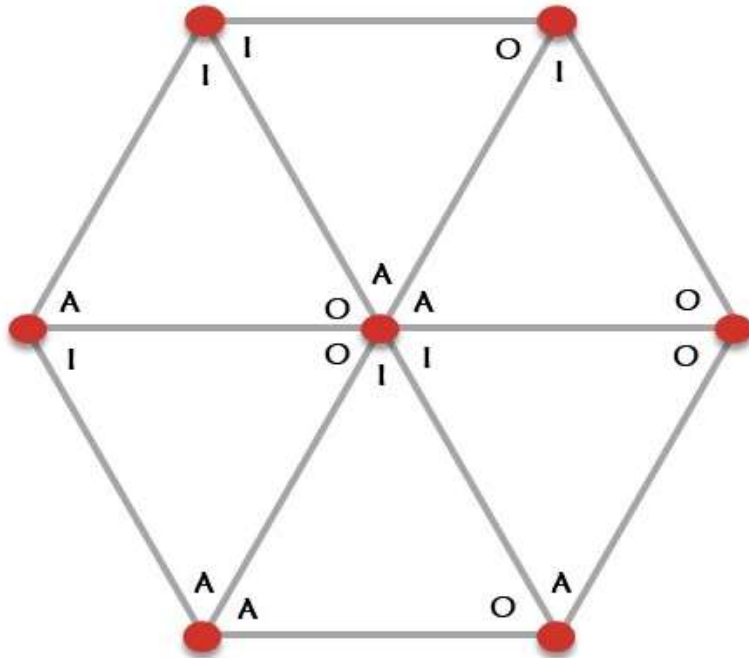
Vaardigheid van 2x2 vragen

(analytisch, verbanden zien, inhoudelijke samenhang ontdekken en de kern kunnen benoemen)

- 1 Wat vind je echt belangrijk?
- 2 Wat wil je dan zien gebeuren?

- 3 Wie wat heb je nodig?
- 4 Wat ga je doen?

Verbinden



Relatie-ontwerp

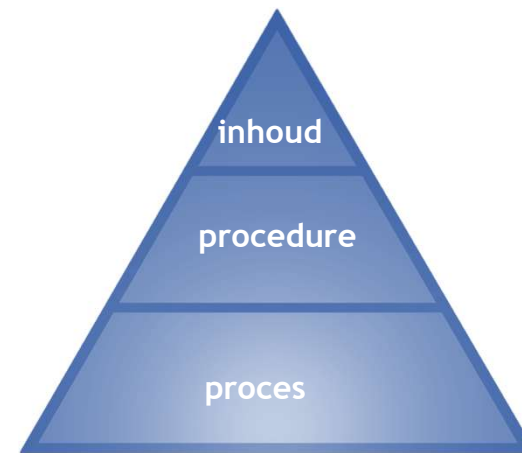
- Procesdynamiek (relatie tussen willen, handelen en reflecteren) / Driehoekig regiemotief
- Driehoeken, Ruiten en Rozetten
- De drie rollen / energieën
- Van buiten naar binnen denken
- De keten (a-o)
- Rolovergangen
- Klepelbeweging

Communiceren

Vaardigheid om wederzijds contact te maken.

- Oversteken
- Actief luisteren
- Waarderend spreken

- Communicatiepyramide



- Inhoudelijk gezien gaat het om: overtuigingen, ideeën, voornemens, handelen
- Procedureel gezien gaat dit over: regels, afspraken, besluiten, belangen
- Proces gaat over: gedrag, gevoelens, emoties, interactie



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Colophon

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