

1

Checkpoints

Use these checkpoints to evaluate the preparations of the project

**Define the playing field**

Determine if the intended members of the project are motivated to realize a circular project, because it will require additional effort and flexibility in their role, this also includes the client. Research the circular opportunities in the current market and administrative law and set a goal for the time frame of the project.

Examine through conversations if the intended members of the project team are motivated to realize a circular project  
(This is done poorly) 1 2 3 4 5 (This is done well)

Research and define together what circularity could mean for the project  
(This is done poorly) 1 2 3 4 5 (This is done well)

Research and inventorize circular opportunities in the market and administrative law  
(This is done poorly) 1 2 3 4 5 (This is done well)

**Develop a business case that creates flexibility, quality and financial feasibility**

The process planning requires the opportunity for flexible interpretation between set deadlines. Longer preparation phases can be expected.

Make a flexible interpretation of the process planning possible, while taking the set deadlines and new risks, due to the circular objective of the project, into account.  
(This is done poorly) 1 2 3 4 5 (This is done well)

Ambitions and requirements are made specific but provide the opportunity for flexible fulfillment. Therefore, ambitions and requirements should be formulated in the beginning of the project.

Formulate ambitions and requirements that provide the opportunity for flexible fulfillment beforehand.  
(This is done poorly) 1 2 3 4 5 (This is done well)

The determination of financial requirements and allocation is important to secure circular ambitions. New types of business cases, specified for circularity, can be examined and evaluated for possible use.

Discuss and determine the financial requirements for the circular project  
(This is done poorly) 1 2 3 4 5 (This is done well)

**Seek new expertise and roles as addition to the project team**

To protect and fulfil circular ambitions, additional expertise is often required in the project team. This asks for new selection procedures with new or other requirements for advisers, suppliers, contractors etc.

Think of new expertise and roles as addition to the project team beforehand  
(This is done poorly) 1 2 3 4 5 (This is done well)

Determine new requirements for the collaboration with partners  
(This is done poorly) 1 2 3 4 5 (This is done well)

**Facilitate trust and transparency to discuss changes and protect ambitions**

Trust and transparency grows through good communication and attention. This must be facilitated in the process, which can happen with documentation and making it part of regular meetings.

Facilitate moments to evaluate and discuss the process (see also the right half of this tool)  
(This is done poorly) 1 2 3 4 5 (This is done well)

2

Evaluation points

Use these evaluation points to evaluate the process of the project

**Discuss expectations**

Members in project teams can easily fall back to old habits instead of focusing on reaching circular ambitions. Therefore, expectations and responsibilities should be clear for each member in the project team.

Make expectations and responsibilities of team members transparent and discuss them among the team during the process

Poorly Adequate Sufficient More than sufficient Well

**Be open about risk and progression of the project**

Members of the project team should be open about the risks they see and the progression of the project. Also, they should be open to learn from other expertise.

Discuss risks and progression during the process to work transparently with all expertise

Create a free flow of information that members can access easily to learn from other expertise.

Make sure the circular ambitions overrule personal interests.

Take suggestions and concerns seriously when addressed by a member of the team

**Be a trusting leader**

A new form of leadership stimulates trust and transparency and is based on the trust in the expertise of project members

Use trust as a basis for leadership

Trust the expertise of members in the project teams when they make a decision

**Stay on track to fulfil circular ambitions**

It is important to keep track of the progress in regards of fulfilling the circular ambitions and to keep each other accountable if motivation is drifting away

Keep each other accountable for protecting the circular ambitions

*It could be useful to discuss the following point with stakeholders.*

Show stakeholders that the project team is capable of fulfilling circular ambitions successfully