

Vehicle sharing

20 leadership decisions to accelerate change

Navigating change demands a synergy of individual and collective efforts. As a senior manager or country director, you exercise influence at the intersection of these dimensions.

Your decisions are pivotal.

We've compiled a set of leadership decisions meant to fostering behavioural shifts, cutting costs, and reducing environmental impact of your organisation by bringing institutional support to shared mobility services. We hope those will inspire you!

Scope of those proposals:

-More than 80% of the movements managed by an agency are considered 'business-as-usual': those are the target of our project.

-The remaining 20% are last-minute, special needs and poor-planning induced movements: those are not the direct target of our project. Those shouldn't be used as an excuse not to improve efficiency of the business-as-usual movements.

'MINIMAL ENGAGEMENT'	
Leadership Decisions	Supporting Arguments
<p>Strategical</p> <p>An internal <u>project management team</u> is setup (my agency takes ownership/authorship of the project), management team participants are asked to 'make the project happen' using their expertise and not to simply 'validate or vet it'.</p> <p>A HQ focal point is involved.</p>	<p>-We need participation and involvement from agencies, change management being the main challenge, that takes more than just a log focal point. It requires attention, willingness and efforts just as in any other project if we want to achieve expected impact.</p> <p>Ridesharing goes beyond the sole logistics service provision, it interrogates our current our model of operation, it's therefore essential that project management team member 'think against themselves'.</p>
<p>Tactical</p> <p>Business as usual movements are set at <u>fixed departure times and locations</u> (as for a train station/ airport)</p>	<p>-Fixed departure time and location are good for all: log department, collaborators time management, work-day efficiency and identification of pooling opportunities (internal and interagency).</p> <p>- Collaborators work day should be organised around the movement's departure times, and not the way around (make the best of your day at destination)</p> <p>-Vehicle sharing meeting points are available in the project presentation flyer and can be added/modified as per needs.</p>

<p>Tactical A <u>survey</u> on staff mobility practices is triggered</p>	-Understanding barriers and motivations to change among staff is instrumental to drive change. The survey questionnaire is available and was used already by some agencies.
<p>Operational A movement/mobility <u>planning</u> is submitted on a weekly basis to the logistics department by all concerned teams/ departments.</p>	-Beyond basic internal benefits of planning, this allows to identify pooling opportunities (internal and interagency).
<p>Operational <u>Sensitisation sessions</u> are facilitated to all staff</p>	-Staff engagement is instrumental to drive change and bust myths around new practices. With the support of existing sensitization materials, colleagues have to understand the 'why' and 'how' of this project, their questions and doubts need to be answered.

'REALISTIC ENGAGEMENT'	
Leadership Decisions	Supporting Arguments
<p>Strategical Vehicle sharing is declared <u>priority transport mode</u> on the route where it operates. Using other transport mode is now valid only on 'ad hoc'/ exceptional basis.</p>	-To reduce costs, emissions and increase safety, sharing is to be placed at the center of our mobility model, not on the side. For agencies that are willing to walk the talk of cost efficiency and environmental commitments, a shift from 'nice to have' to 'need to do' is needed.
<p>Strategical The <u>vehicle distribution</u> plan among our operation sites is modified: The approach to fleet management before and after inclusion of vehicle sharing is changed: I ask for the updated vehicle distribution plan to my fleet manager.</p>	-Removing and/or changing location of vehicle assets in your area of operation is both a way of incentive ridesharing (pushing colleagues into shared transports) and to collect the fruits of ridesharing (our asset is available and used for the 'last mile')
<p>Strategical The vehicle <u>occupancy rate</u> of our fleet of vehicle is tracked (not only shared movements)</p>	-Before being interagency, pooling should be internal as well. This indicator will allow to evaluate performance of owned fleet against shared one. -Agencies are paying more attention to the shared movements occupancy rates, its an opportunity to look into the non-shared rides and start using this as a KPI of your efficiency.
<p>Tactical The SMT <u>leads by example</u> by using the ride-sharing opportunities</p>	-No comment 😊 -Leadership is instrumental to dealing with change.
<p>Tactical A call for '<u>project ambassadors</u>' is launched: they are allowed to dedicate time to promoting behaviour change.</p>	-Many individuals in our agencies are willing to make change, those individualities need to be brought forward and given the space and resources (in form of time, at least) to accelerate change. -Another way could be to ask the communication department/ focal point to contribute to staff-engagement.

<p>Tactical Practical <u>fleet management actions</u> are taken to both absorb the extra cost generated by minivan rental and incentive participation (reduction of # of assets).</p>	<p>-We won't generate savings without accompanying sharing activities with modifications to our fleet and practices. -Ex: remove vehicles from your current fleet, require that the number of shared trips actually compensates for the minivan over a period of 1 year.</p>
<p>Tactical The country <u>logistics strategy</u> and the <u>performance objectives</u> of logisticians integrate the objectives of vehicle sharing.</p>	<p>-While new activities often rely on individual commitments, we need to seek to institutionalise them, that can be done by including objectives in strategic documents, modifying job descriptions, performance objectives...</p>

'HERO ENGAGEMENT'	
Leadership Decisions	Supporting Arguments
<p>Strategical Country <u>speed limits</u> are decreased: 'individual' movements circulate at lower speed than ridesharing movements.</p>	<p>-Overall, reducing speed limits reduces emissions, costs and risks of car crashes. -Such measures are also proven to incentive users to prefer shared trips.</p>
<p>Strategical <u>Long distance movements</u> (>80km) with less than 2 passengers are to be challenged/justified.</p>	<p>-Long distance movements need to be rational and worth their costs and environmental impacts</p>
<p>Strategical I instruct my finance colleagues to <u>channel the savings</u> generated by the ride sharing activities to beneficiaries' programs.</p>	<p>-We are accountable to beneficiaries and donors; this project is meant to be beneficial for all. Such re-direction of savings can also incentive participation/adhesion of program staff.</p>
<p>Strategical I actively create a <u>safe space</u> (failure acceptance) for my staff to constructively identify and challenge the barriers to project success within the existing procedures, guidelines, practices of our organisation and propose adjustments. A HQ focal point is involved.</p>	<p>-People need safe space to create and explore for solutions viability and relevance. They need to be invited (and/or pushed) to think against themselves and their own processes. -Policies, guidelines, processes need to be driven by action, not the way around.</p>
<p>Strategical <u>Freeze the number of vehicle assets</u> used for your operations, regardless the growth of your activities.</p>	<p>-The most effective way to reduce transport emissions is to reduce the use of individual cars. -In order to decouple growth of operations from environmental emissions, such decision will naturally push teams towards vehicle sharing.</p>
<p>Tactical I use the project in our <u>donor relations</u>: -In next donors proposal: make sure that the number of vehicles required is diminished, and open a budget line for vehicle sharing.</p>	<p>-Donors are supporting sharing initiatives (including our project), and include them in their growing environmental requirements, providing us a space for exploration and failure. We should use that space.</p>

<p>-In your next ECHO proposal your mission leads by example by choosing to report on shared mobility in the Minimum Environmental Requirements. Show your HQ and other missions that this is feasible.</p> <p>-Future <u>donors field visits</u> are organised using the vehicle sharing modality.</p>	<p>-The project constitutes an opportunity to match environmental requirements.</p>
<p>Tactical Our Non-government international and local partners in the country, regardless their nature, <u>are invited to join</u> the ongoing project.</p> <p>For local partner, we consider assuming the costs of their participation for the first XX months.</p>	<p>-The more participants, the more opportunities to share are identified, the more saving that generates, and the more change management among humanitarian workers is eased.</p>
<p>Operational The <u>institutional communications</u> about the involvement in the initiative of my organisation acknowledges actual results, impacts and challenges, not the sole participation (=greenwashing).</p>	<p>-Communicating about the sole participation to a project aiming at reducing costs and emissions is not sufficient and acceptable. -Coms should involve messages about the difficulties encountered and the engagement of others to improve impact.</p>

You can refer to this section for more information on the vehicle sharing project:

<https://www.fleetforum.org/vehicle-sharing>

Please share other ‘leadership decisions’ that you have taken that demonstrated decisive in making change happen, we’ll continue feeding this document with them!

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