



# Transition teams and climate leadership

Welcome!

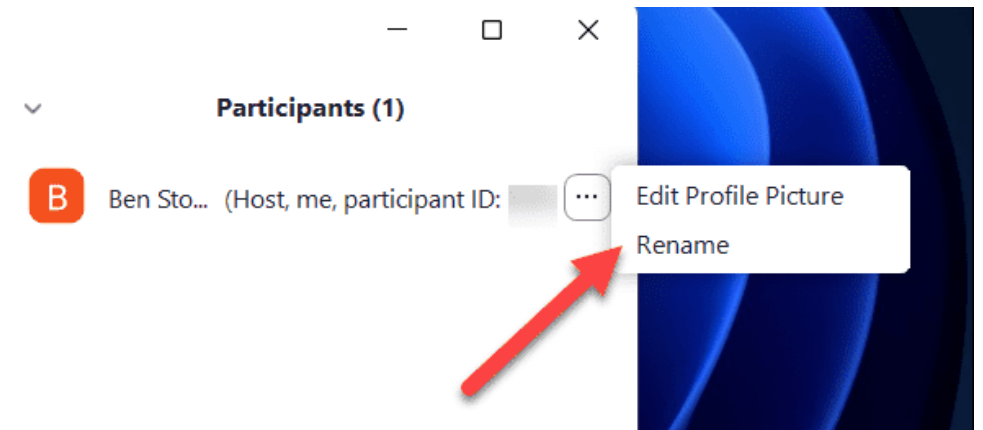
The session will begin at 13:15 CEST.  
In the meantime, **please introduce yourself in the chat!**





# Renaming

- In the meeting controls toolbar, click on **Participants**. 
- Hover your mouse over your name, then click **More** or the **ellipsis icon**.()
- Click **Rename**. A pop-up box will appear.
- In the pop-up box, enter your display name.
- Click **Change**.

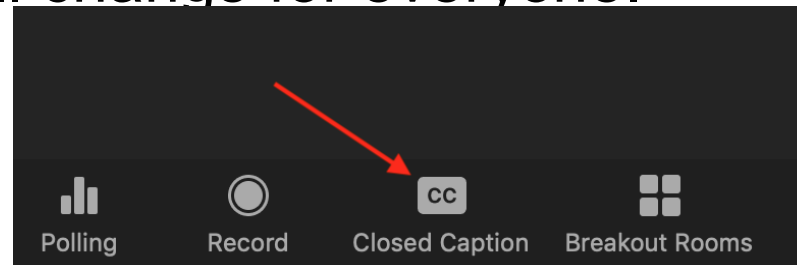




# Activating Closed Captions

- In the meeting controls toolbar, click the **Show captions** icon. ()
- Captions will automatically appear above the meeting controls toolbar.

**\*Caption language:** Please do not change the spoken language of the meeting, as captions will change for everyone.



# NET ZERO CITIES



**EU MISSION PLATFORM**

**CLIMATE NEUTRAL AND SMART CITIES**



Funded by  
the European Union



02/10/2025

Module 2: Spotlight Session 1

# Transition teams and climate leadership

**Leading the transition through improved collaboration and stronger mandate**





👉 Check out the overall Program Here 👉

|          |                                                                                                                  |                                                                                            |                                                                                                                      |                                                                                                                                      |                                |                                                          |
|----------|------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|----------------------------------------------------------|
| MODULE 1 | <b>Core</b><br>The NetZeroCities program, service offering, systemic approach, what works for Mission Cities     | <b>Spotlight 1</b><br>NetZeroCities Orientation                                            | <b>Spotlight 2</b><br>Shaping Climate Narratives                                                                     | <b>Spotlight 3</b><br>Climate City Contracts                                                                                         |                                |                                                          |
| MODULE 2 | <b>Core</b><br>Developing a transition team, mapping and activating the ecosystem                                | <b>Spotlight 1</b><br>Transition team & climate leadership                                 | <b>Spotlight 2</b><br>Engaging the private sector                                                                    | <b>Spotlight 3</b><br>Citizen engagement for systemic climate action                                                                 |                                |                                                          |
| MODULE 3 | <b>Core</b><br>Developing the city's action plan for climate neutrality                                          | <b>Spotlight 1</b><br>Reporting and MEL                                                    | <b>Spotlight 2</b><br>Co-Designing a Climate Portfolio                                                               | <b>Spotlight 3</b><br>Using NetZeroPlanner to Support Climate Planning, MEL, and Implementation Management to Achieve Net Zero Goals |                                |                                                          |
| MODULE 4 | <b>Core</b><br>Levers of change: Technical solutions, social innovation and multi-actor collaborations           | <b>Spotlight 1</b><br>Passive solutions to reduce energy demand in buildings               | <b>Spotlight 2</b><br>Systemic energy transition at buildings, districts and city level                              | <b>Spotlight 3</b><br>Data-driven approaches to energy transition in buildings and districts                                         | <b>Spotlight 4</b><br>Mobility | <b>Spotlight 5</b><br>Scope 3 and other emission domains |
| MODULE 5 | <b>Core</b><br>Increase finance knowledge of the public administration & learn about options to finance projects | <b>Spotlight 1</b><br>Preparing a pipeline of projects with necessary data and information | <b>Spotlight 2</b><br>Different investor groups and the key priorities and returns profiles for each and instruments | <b>Spotlight 3</b><br>Financing the ambition: Learning from Mission Cities                                                           |                                |                                                          |
| MODULE 6 | <b>Core</b><br>Multilevel governance, national platforms and policy strategies                                   | <b>Spotlight 1</b><br>Policy and regulations innovation                                    | <b>Spotlight 2</b><br>Public procurement – national specificities                                                    | <b>Spotlight 3</b><br>Just transition                                                                                                |                                |                                                          |





# Housekeeping



*Stay muted unless you are invited to speak.*



*Raise your hand before speaking.*



*Stay engaged: We invite you to keep your camera on.*



*Use the chat for questions and to introduce yourself.*



*Change your Zoom name to include your city.*



*Activate Closed Captions to keep up with the speakers.*





# Participation

This course is intended for all EU (and Horizon affiliated countries) cities with a population above 50.000 that do not yet have a climate Action Plan

- It's open to any municipality as well as to consultants, experts, regional authorities, etc.
- The course guides cities into developing a climate action plan | No funding available for participating cities
- This course is NOT for students
- After each session, facilitators remain online for Q&A

**26 online sessions**  
of which 6 are core  
sessions

**Tuesday 9.15-11.00 and**  
**Thursday 13.15-15.00**

Participation is **free**





# Certification

Free

Municipalities that **attend all 6 core sessions** will obtain a certificate of attendance for the city issued by the NetZeroCities project

30€

Universidad Politecnica de Madrid



**Online ceremony** on December 11th 2025

**In-person ceremony** at the City Conference in Turin May 2026





# Recordings and activities

- All participants who sign up for the program receive an email **after each module with the video recording** of the sessions and additional useful information.
- Before joining each session, you will be requested to agree with the course privacy policy, provide **permission for recording** and details of your municipality or profile to be able to issue the attendance certificates.
- The program is structured into **six modules**, each offering 4-6 hands-on sessions led by expert practitioners and cities. Each session will have an interactive component, in which you can share your questions and experiences.

**Q: Can you participate in single sessions?**

**A: Yes! If you sign up for the course, you will receive communications and links to all the sessions. All sessions are held on Zoom (online). All participants who sign up for the program receive an email after each module with the video recording of the session and additional useful information.**

**Q: What is the level of English proficiency required?**

**A: Participants can ask questions in their own (European) language in the chat.**

**DISCLAIMER:** Before joining each session, you will be requested to agree with the course privacy policy, provide **permission for recording** and details of your municipality or profile to be able to issue the attendance certificates.





# Sign-up and Portal Group

## What should you do now?

There is **no deadline** for applying to the course. All sessions are held on Zoom, and you can join the Zoom meeting through the link provided in this email or in the course program page on the NetZeroCities portal.

1. **[SIGN UP NOW](#)** for Zoom sessions and **ADD** them to your **CALENDAR**
2. Read carefully the [online pages for each session](#) and **register** in advance for each of the sessions on the Zoom platform.
3. Join the dedicated group for this course to interact with other participants: [Design Your City's Net Zero Strategy: Online Planning Lab](#)





# Faculty

## Scientific Directors



Sabrina Bresciani, Ph.D.



Jaime Moreno

## Executive Director



Angelica Gomez

## Certification and Technical Support



Beatriz Martínez



Hamid Yammine

## Lecturers

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Maria Giorda



Alicia Puig



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Aurora González



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Silvia Gugu



Sean Murray



Dr.-Ing. Mira Conci



Dr. Gabriella Doci



David Brito



Anette Olovborn



Metadel Mengestu



Alex Anghel



Maria Klint



Paul Barton



Nikhil Chaudhary



Carolina García Madruga



Julia Kantorovitch



Mari Hukkalainen



Marzia Mortati



Georgia Cameron



Meline González Piloyan



Nupur Prothi



Vaneshree Naidoo



Cristina Robledano



Apurva Singh



Janne Rinne



Alexandru Buftic



Marcial Silva



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# Session Agenda

|       |                                                           |
|-------|-----------------------------------------------------------|
| 13:15 | Welcome and Check-in                                      |
| 13:30 | Tools and Competencies for Leading the Climate Transition |
| 13:50 | Stories from Mission Cities: Turku                        |
| 14:20 | Individual Reflection & Discussion in Small Groups        |
| 14:50 | Wrap up & Next Steps                                      |





# Lecturers



**Anette Olovborn**

Strategic Designer and City Support  
Viable Cities/ Dark Matter Labs



**Alex Anghel**

City Learning & Innovation Coordinator  
Dark Matter Labs



**Janne Rinne**

Senior Expert  
Demos Helsinki



# Check-in

“In one minute each, introduce yourself by sharing

- Your name
- Your city
- Your role
- One thing you are struggling with or you might not be so good at?”





# Share your answer on Wooclap!

Join here!



1. Go to [wooclap.com](https://wooclap.com)
2. Enter code: KRENYU





# Session Objectives

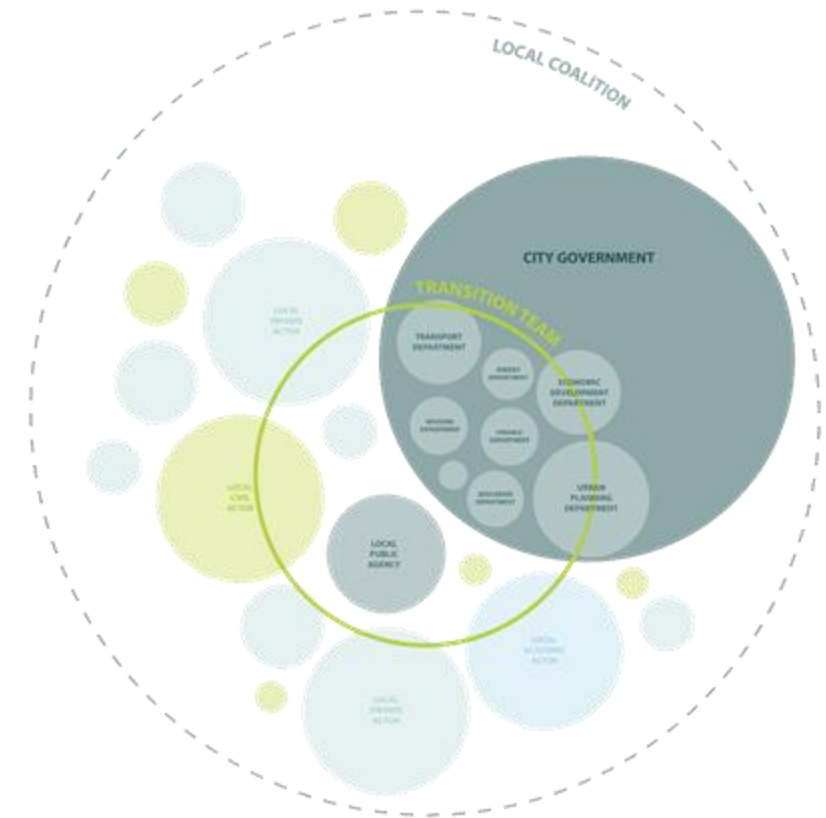
- Explore how to strengthen your mandate and build internal support
- Understand how building relationships can lead to better collaboration and outcomes
- Discover the skills needed to lead the transition
- Identify immediate actions to take for implementing change





# Recap: What is the role of Transition Teams?

- The teams and individuals responsible for coordinating and enabling change within city administrations.
- The Transition Team has a coordinating function
  - identifies and engages stakeholders and departments in the transition process;
  - ensures goals and priorities are set and that necessary actions are identified;
  - supports the implementation of climate ambitions.





# What it takes to lead the climate transition

 Practice having a supportive and trust building role across departments and stakeholders

We'll explore tools, processes and real examples for strengthening relationships, building your authority to lead change and understanding what skills you need to drive the transformation.

 Covered in other NetZeroCities sessions:

Build a dedicated team to orchestrate the transition  
- **Module 2 Core**

Hold long-term vision, support learning and adapting - **Module 1 & 3**

Adopt a Portfolio approach rather than thinking only through project management - **Module 3**





# Why mandate matters?

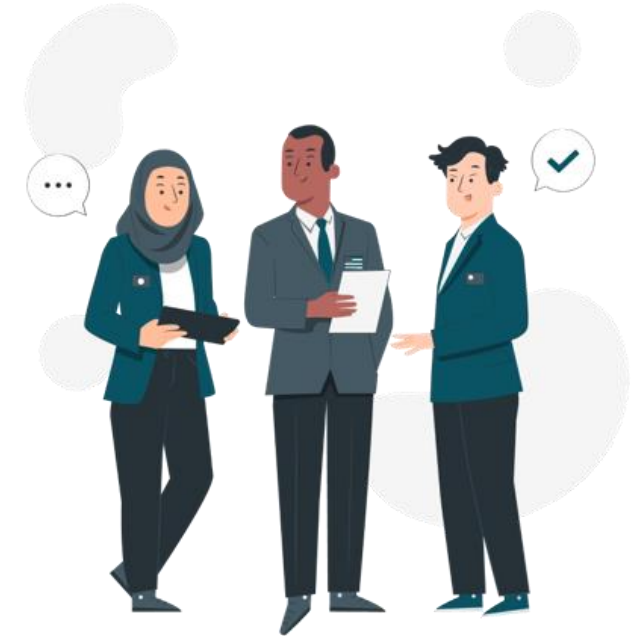
- time is running out, action is crucial
- we need **action** - we change things when we **do** (or don't do) things
- mandate 's needed to have agency to act





# Get a mandate or assume a mandate?

- Enlarge the “job description”: include building collaborations, translate goals to actions, support managers and politicians with your expertise in climate transition
- Be proactive - do not wait for assignments, you are empowered to **translate set goals** and directions into necessary actions, and lead the work getting there





# How do we build mandate for the transition?

- **Identify co-benefits and (re)frame the climate transition** by linking it to your city's priorities and values (eg improved public health, cost reductions)
- Break down goals to actions and assign **responsibility for actions to relevant actors** (department)
- **Build on existing success** stories and win-wins
- **Embed climate work** into existing and regular city planning and governance processes, eg budget and action plans
- Identify and build **structures** that support the transition





# Identify structures that can support (or impede) the mission and the transition

- Identify key functions (rather than individuals) that affect the system's conditions and ability to change and to maintain the normal
  - steering documents - goals, plans, strategies, programmes
  - processes, routines
  - formal organisation and authority structures
- These functions can either support and/or enable change, or impede and slow down
- The functions can also establish, support, increase the effect of and/or the impact and scaling of efforts and maintain the desired change and the new normal





# Skills enabling the (green) transition

- Skills and capabilities play a key role in leading sustainability transition
- Green skills are more than only technical expertise and encompass a set of 'soft skills'
- Green skills enable organisations to navigate change and foster adaptability and collaboration for green transition.



# Create prerequisites for change

## – Increase others' motivation, ability and opportunity to change

### Motivation

(incl habits and feelings)

- **Awareness - Interest - Inspiration**  
Show what can be done
- **Value/meaning/gain**  
“This could be good for me/us”
- **Understand purpose and consequences**
- “This could solve problem X / provide value Y / reduce or avoid unwanted effect Z for us, our residents, and be good for the planet”

### Ability

- **Knowledge**  
about solutions (what to do) and processes (how to do it)
- **Capability**  
capacity to do or act eg mental and physical ability, experience
- **Competence**  
a combination of knowledge and capability

### Opportunity

- **Resource: Time**  
Space in calendars
- **Resource :Budget**  
Space in operational and investment budgets
- **Mandate**  
Entrusted and allowed to act
- **Social acceptance**  
Norms that support change
- **Permission**  
Rules/laws/policies that support change



# Leading the transition is also about building relationships

- Everything we do happens inside a system **of people** (ex: your municipality, a neighbourhood)
- Leading in a complex system requires building relationships





# Find and connect with allies/ other changemakers

## How to identify other changemakers?

- Enthusiastic and **willing to act**
- Someone with **influence**
- **Trusted people** others listen to

## How to spot them in your organization?

- They're the ones people go to when they have a **difficult problem**
- They **work well with other departments**
- They are strong **communicators**
- They **stay connected** to what's happening outside the organization
- They **successfully tried new approaches** before





# Build a Relationship Map

- Visual representation of the relationships you navigate inside your city
- Identify current situations and relationships with colleagues, departments, the larger organization
- Think about what might need to change to strengthen collaboration and trust
  - In which relationships am I making a difference?
  - In which relationships do I want to make a difference? (*Trustmenos*)





# Support colleagues through the change



## Actively build trust

Stay open to critical feedback.  
Be honest about challenges.  
Give honest feedback with care.  
Avoid shaming and blaming.



## Improve communication

Show how feedback received leads to tangible change.  
Communicate rationale behind key decisions.



## Recognize success

Publicly celebrate wins.  
Choose quick impact projects that resonate with specific interests of departments.





# Address concerns by connecting to colleagues' fears, needs and losses

## What might be behind resistance to change:

- Needs: "I need clear priorities"
- Fears: "I might not be able to learn these new skills"
- Losses: "My expertise might no longer be valued"

## Practical ways to address resistance:

- Changing the reward systems
- Encourage learning and organise internal knowledge exchange sessions
- Internally share success stories of contributions to climate work





# Why collaboration matters

- The transition requires system-wide change - no department can achieve this alone
- Collaboration across departments can lead to shared resources, knowledge and coordinated procurement, reducing costs





# Practice new rituals and routines



## Success Story Sharing Ritual

Quarterly celebration of collaborative wins, with specific recognition for departments working together.



## Climate Coffee Chat

Informal monthly meetings where different departments share climate-related challenges and successes.



## Knowledge Exchange Sessions

Bi-monthly structured sessions where departments learn about each other about their work and can identify collaboration opportunities.





# Potential governance structures that support collaboration and shared agency

## Cross-Departmental Working Groups

Teams built around adjust: around specific areas of work or projects that require cross departmental cooperation, bringing together technical experts from relevant departments to solve specific challenges.

## Climate Steering Committee

Cross-departmental leadership group that has decision-making authority for climate actions and budget allocation.





# Stories from Mission Cities





# Bold City, Sustainable Future: Turku's Climate Leadership Story

Maria Granlund  
Project Manager  
Green Transition and Climate Policy  
City of Turku  
[maria.granlund@turku.fi](mailto:maria.granlund@turku.fi)



*“The story of  
Turku is a  
story of  
sustainability.  
It is a story of  
continuity,  
adaptability,  
determination,  
stubbornness,  
creativity and  
responsibility.  
Not just for the  
next 800 years,  
but forever.”*

*– Turku 800  
years celebration  
program*





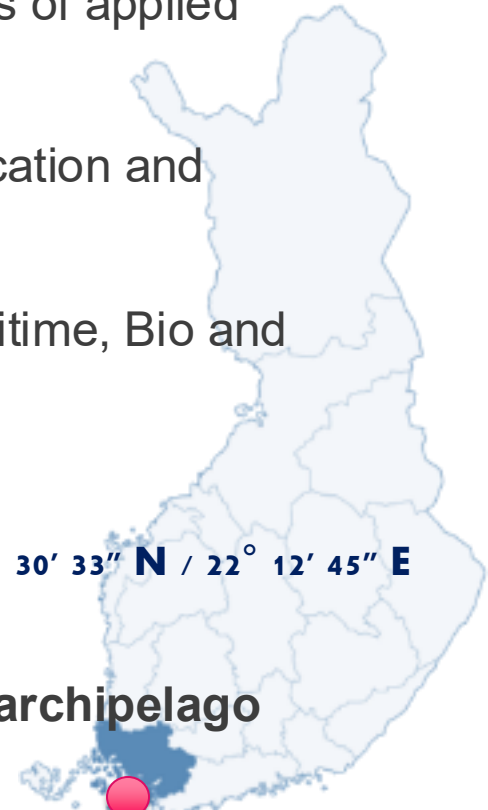
CITY OF TURKU IS A WINNER OF THE



# This is Turku

- Former capital and oldest city of Finland (AD 1229)
- **200.000** residents and over **325 000** in the region
- 2 universities and 4 universities of applied sciences
- **40 000** students in higher education and **11 000** in vocational
- **City of Culture**, Creative, Maritime, Bio and Diagnostic industries
- Active civic society
- Dense urban structure
- Rich natural environment and **archipelago**

60° 30' 33" N / 22° 12' 45" E



# Objective

*“Turku will be one of the world’s leading climate and nature cities in 2030”*

Turku City Strategy

**Sustainable  
use of  
natural  
resources**

**Nature Positive**  
By 2030

**Climate  
Positive**  
From 2029 onwards



City of Turku supports the Sustainable Development Goals



Covenant of Mayors  
for Climate & Energy





# Short history of climate work in Turku



City of Turku has had a Climate Plan since 2009 and joined the Covenant of Mayors in 2010

SECAP-based climate plan was accepted unanimously by the city council in 2018 and was updated in 2022 – carbon-neutrality by 2029

Circular economy roadmap was developed in collaboration with ICLEI and SITRA in 2021 – resource-wisdom by 2040

Turku joined the EU's 100 carbon-neutral and smart cities mission in 2022, and started to develop climate budgeting

Climate City Contract was created and accepted by the EU Commission, Turku received the Mission Label in 2024

Turku set a new nature target in 2025 - Nature positive by 2030

Updating the Climate Plan, creating the Roadmap to Nature Positivity in 2025-2026





# City of Turku Climate Team



# Climate leadership must take place throughout the organisation and beyond



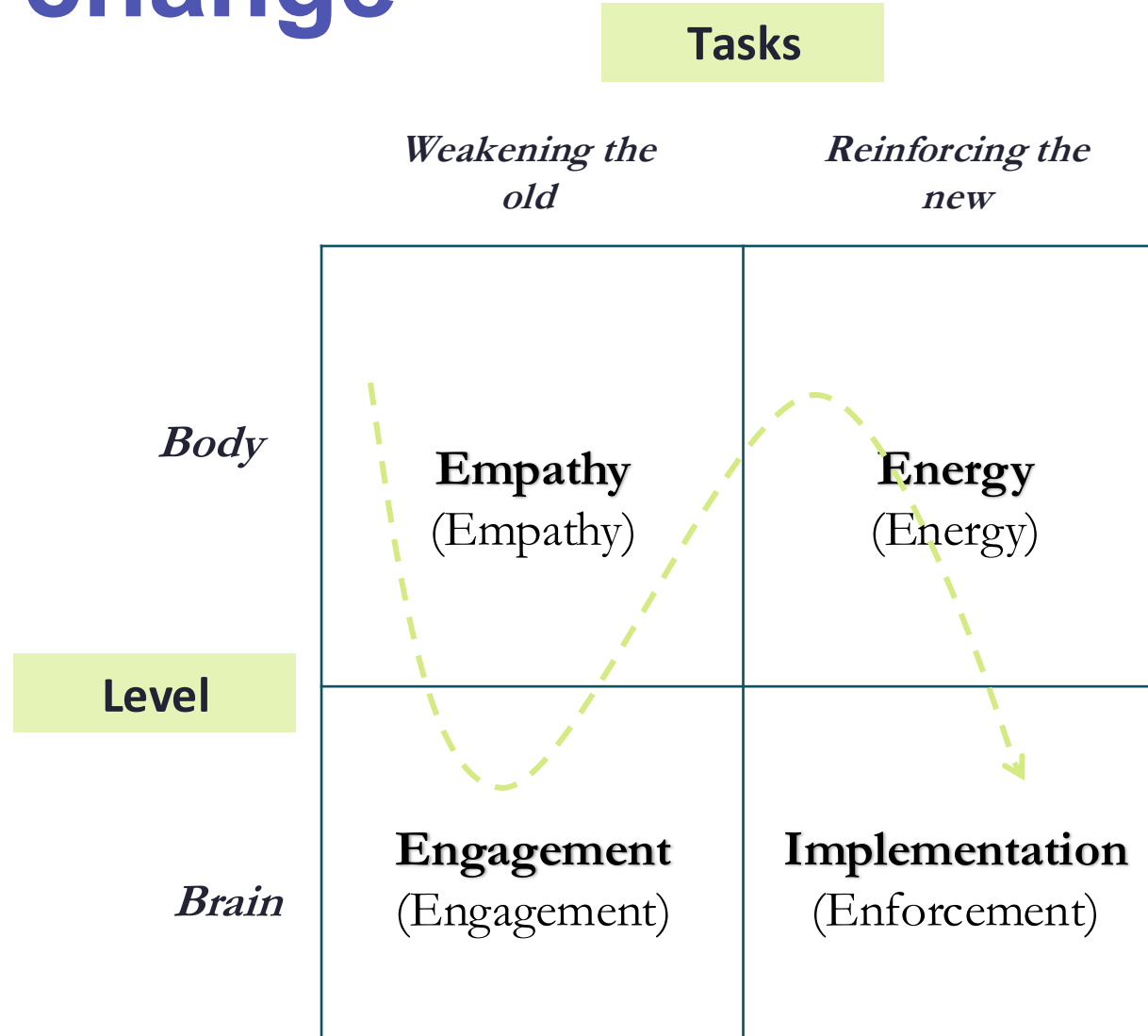
- Turku's ambitious goals guide the city's operations and decision-making
  - City strategy and Mayor's program
  - Annual planning
  - Financial planning
- Achieving the climate goals requires an organizational culture that motivates and fosters sustainability
  - Everyone can have a role and participate
  - Identifying and communicating successes and benefits
- In addition, the City of Turku's climate plan is implemented together with residents, businesses and other actors

## How have we developed climate leadership in Turku?

- Alongside development processes  
> climate plan, climate budgeting
- In connection to annual planning  
> action plan and budget
- Climate leadership project ITUJA  
> participation methods, management support, a guideline forward
- "New Turku" governance model  
> collaborative steering groups
- Cities Mission ECT project INTACT  
> service model to share knowledge, empower, encourage action

A shared narrative!

# Acknowledge the speed and pathway of systemic change



**Systemic change  
≠  
Rapid  
implementation**

The progress we've made  
in climate leadership, has  
taken many council terms  
and the work continues

(Based on: A framework for facilitating adaptation to  
organisational transition - Mitchell Lee Marks)

# Our learnings on climate leadership



- Successful climate leadership requires systematic development towards **collaborative, cross-functional and integrative leadership**.
- The role of the tactical level, i.e. **the middle management, is critical** to the progress of the climate strategies and targets. They have the **best understanding** of their department's employees, the prevailing organizational culture, and the resources needed.
- The journey from the setting of a strategic goal to everyday work **requires change, and the tools to lead the change**.
- Change happens through **organisational culture and leadership**.
- The city should invest in **co-development, internal cooperation, leadership**, and the provision of tools to support managers.
- The city is a forerunner in climate work when **every employee is inspired and sees climate solutions** in their daily work.



# Adapt approaches and tools according to your own organization



## Enablers

- Unanimous political leadership
- Ambitious goals
- Talented experts with mandate – transition team under the mayor
- Persistence and continuous development
- Developing co-influential approach
- Communication on benefits and successes
- Stakeholder work in focus
- National and international networks, project funding

## Challenges

- City and city organization as complex systems
- History of siloed approach
- Resistance to change, intolerance of uncertainty
- Resources
- Lack of data and understanding of the whole

## Opportunities

- Identify key players and sources of support
- Strengthen co-influentiality
- Learn with networks
- Connect climate goals to annual planning and wider narrative
- Recognise successes and communicate them
- Recognise and repeat benefits
- Work with the future and accept uncertainty





# Individual Reflection & Discussions in Small Groups





# Questions to reflect on

1. What's one strength you can build upon?
2. Where do you see the biggest gap or challenge in your organization?
3. Where would you like to start taking action?





# Share your answer on Wooclap!

Join here!



1. Go to [wooclap.com](https://wooclap.com)
2. Enter code: KRENYU





# Wrap up & Next Steps





# Key take aways

- **Change happens by people and with people** - building relationships is key to leading the transition.
- **Anchor the transition into existing work** - connecting the transition to existing strategies and programmes helps build support for climate action.
- **Build structures and routines** - they help break through silos and improve collaboration and trust.





# Check-out

"What tool or idea from this session has shifted your approach to leading the transition?"





# Share your answer on Wooclap!

Join here!



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# What's next?

## MODULE 2

**Core**

Developing a transition team, mapping and activating the ecosystem

**Spotlight 1**

Transition team & climate leadership

**Spotlight 2**

Engaging the private sector

**Tuesday | 07 October 2025**  
**9:15 - 11:00 CET**

**Spotlight 3**

Citizen engagement for systemic climate action

**Thursday | 09 October 2025**  
**13:15 - 15:00 CET]**





# Please share your feedback!





## Contacts

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# Get in touch with NetZeroCities!



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**[hello@netzerocities.eu](mailto:hello@netzerocities.eu)**