Managing Organisational Change In a Dutch Municipal Organisation
A study of the Implementation of Sustainable Development Goals in the municipality of Rheden
Bachelor Thesis

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ABSTRACT

The municipality of Rheden is one of the first Dutch municipalities to adopt the Sustainable Development Goals (SDGs) of the United Nations into their organisation. This study aims to provide an insight into the change process of this organisation and the benefits of the SDGs in working together with citizens and private organisations. Grounded theory methodology is used for this specific situation, applying the 8-accelerator model of Kotter as a framework. Outcomes show that most of the accelerators are recognised in the process, but that little attention is given to the formation of a guiding coalition and the institutionalisation of the change. Furthermore, results indicate that the SDGs provide a shared framework and a common language for cooperation between the municipal organisation citizens and private companies.

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Keywords

Municipality; Organisational change; Sustainable Development Goals; Accelerators; Ambassadors.

1.INTRODUCTION

In 2015, the Dutch national government delegated three governmental tasks to municipal level. The three tasks are youth care, long-term care and support for disabled and elderly people, and social assistance and work programmes (CPB, 2015). These decentralisations are a means to achieve cost reduction of the national government, as well as better support for a changing society (VNG, 2013). It was argued that more responsibilities for municipalities, combined with a reduced budget will lead to more efficient and effective execution of governmental tasks, and improved social services for citizens, and that for an optimal execution of these tasks and fulfilment of responsibilities, municipalities have to cooperate.

Furthermore, individual needs of citizens rather than separate policies should determine social services, and a tailored approach should be taken to bring services closer to citizens (Plasterk, 2013).

An increased number of responsibilities combines with the objective of providing tailored service for which the citizens' needs are determinant, require that the distance between citizens and private organisations on one hand, and municipalities on the other, are reduced so as to foster active cooperation between the parties. An integral approach towards problems could be a way to improve the quality of service a municipality provides, meaning that it looks beyond the own organisation and involves citizens and organisations that may have stake in finding specific solutions.

The Dutch municipality of Rheden has recognised the need for an integral approach, and that with its hierarchical structure and rule-driven attitude of employees, it could not fulfil the changing societal demands. A vertical organisational structure knows a top-down chain of command, and the more levels, the greater the potential for inefficient communication and bureaucracy to retard decision making processes (Robbins & Barnwell, 2006). Indeed, solutions were often sought within the confines of domains or departments, limiting a multi-facetted consideration of problems, which is demanded to provide the solutions that today's problems require.

Therefore, the municipal organisation has made the decision to restructure the organisation to create a network organisation in which the original domains and departments will be dissolved, and teams will be composed based on the problems that are present in local society. Instead of a task-focus, where employees are focussing on one specific task for which they have been hired, a problem-focus approached is adopted. This means that teams are composed around a specific problem, and members are selected based on their knowledge, skills or expertise that suit the specific characteristics of a problem. Teams will work together with citizens and external partners that have an interest in or can contribute to finding a solution. This cooperation should produce tailor-made, integral solutions (Gemeente Rheden, 2017a,b).

In addition to the goal of becoming a network organisation, the municipality of Rheden has adopted the Sustainable Development Goals (SDGs), which were developed by the United Nations (UN) to implement the framework for global sustainability that is explained in the UN's *Agenda 2030*. This agenda and these goals have been developed to be "a paradigm shift in international development that has the potential to put the world on a more sustainable path and ensure a life of dignity for all" (Sustainable Development Goals, United Nations). The seventeen SDGs reflect the objectives of the UN to e.g. reduce poverty, provide food and healthcare for all, realise gender equality and improve environmental sustainability.

Several Dutch municipalities are incorporating the SDGs into their organisations. This is relatively new, but with the desire in society to improve sustainability that is becoming increasingly strong, more municipalities may adopt the SDGs in the future.

But what can the SDGs contribute to a municipal organisation, and what lessons can be learned from the efforts municipalities that are pioneering with implementing the SDGs? The municipality of Rheden believes the SDGs can be a catalyst of change. For each SDG, an ambassador has been assigned as change leader from the perspective of the SDGs. However, exactly how the SDGs will be integrated into the network organisation, and what the role of ambassadors entails remains unclear.

This study aims to provide an insight in the change process at the municipality of Rheden, how the SDGs contribute to the organisation and what the role of ambassadors is in this process.

To analyse the change process, a framework of change theory is needed. For this, the theory of Kotter is used. Kotter describes a 'second operating system' that focusses on strategy so that an organisation can both focus on developing strategy that can keep up with the pace of change in the organisation's environment, and execute its routine business (Kotter, 2012). This model is applicable to the municipality of Rheden, as the organisation, as governmental body, has a responsibility towards its citizens to provide civil services and facilities, which should not suffer from a shift of focus. This theory provides a framework that could be useful to this specific situation.

This study attempts to answer the following research questions:

"Which of Kotter's accelerators can be defined in the change process at the municipality of Rheden?"

"What inconsistencies to the theory of Kotter's accelerators impede the change process at the municipality of Rheden?"

"How can Sustainable Development Goals contribute to a network organisation?"

In the next section, the theoretical framework of Kotter is explained in more detail. In section 3, the methodology that is used in this research to collect and analyse data is explained. The results of this study will be shown and interpreted in section 4, after which a discussion will be presented in section 5.

2.THEORETICAL FRAMEWORK

As mentioned in the introduction, the rate of change in today's world poses new challenges for organisations. In general, to maintain or achieve a competitive position, an organisation

should ensure that it at least keeps up with developments and where possible, is ahead of the competition. For a municipal organisation the notion of competition is different than it is for e.g. a smart phone manufacturer. Municipal organisation in the Netherlands are public organisations and form the third layer of the government system, after the national government and provinces. As such, municipalities have a responsibility to provide services for its citizens, e.g. issuing official documents, social support for the mental or physical impaired, youth care, making a zoning plan for the use of land, constructing and maintaining roads and green areas and provide subsidies (Rijksoverheid, 2018). Municipal organisations are responsible for the execution of these responsibilities and as such have many connections with citizens and private organisations. These organisations will develop themselves as changes in their environments occur, in order to maintain a competitive position. In order to provide services that are relevant and that meet demands from businesses and citizens, municipalities should adapt their strategies to these changes as well.

As mentioned in the introduction, the municipality of Rheden recognised this need for strategic change to better align its services with modern society, and has initiated a change process to become a network organisation. However, its public function should not suffer from the implementation of a new organisational structure that demands a change in the way of working from every employee. But how to develop and implement strategic change without impeding daily affairs?

In his article *Accelerate*, Kotter (2012) describes a 'second operating system' next to the primary structure of an organisation. This second system is occupied with the development of strategy and the implementation of strategic change initiatives. It is organised in a network structure, meaning that the core of the second operating system, a guiding coalition, consists of volunteers from throughout the organisation. These volunteers bundle their knowledge and skills to develop and implement strategic change initiatives, and because it consists of employees from different layers, departments or teams, the guiding coalition is strongly connected with the rest of the organisation. The way in which hierarchies are organised hinders the swift communication and decision making that is required in a strategic change network. By forming a separate network of employees from throughout the organisation, barriers that limit communication in the hierarchical structure are removed and information can be exchanged more quickly. The guiding coalition takes over the task of designing and implementing strategy from the primary (hierarchical) structure in order for that to be able to focus on the everyday work. This way, short-term results do not suffer from the increased workload that developing strategy and implementing changes would pose on employees (Kotter, 2012).

Previous research by Kotter into change processes has provided insight into what factors play a role in making change successful. His studies identified eight errors that are frequently made in change processes and which can have a significant negative impact on the outcome of those processes. Based on these errors, an eight-step model has been developed for leading change towards a successful outcome (Kotter, 1995). The model

was developed in a time where strategic change was considered far less frequently than it is today, hence the model is suited to change processes that have a clear end point, and which are singular events. Following these steps sequentially, organisations could unlock more potential from their change efforts. However, more recently, the increased pace of change in organisations' environments and keeping a strategically competitive position amidst these changes demands a greater degree of agility and a higher frequency in adapting strategy.

Kotter's 8 Accelerators

1. Create a sense of urgency around a single big opportunity
2. Build and maintain a guiding coalition
3. Formulate a strategic vision and develop change initiatives designed to capitalise on the big opportunity
4. Communicate the vision and the strategy to create buy-in and attract a growing volunteer army
5. Accelerate movement towards the vision and the opportunity by ensuring that the network removes barriers
6. Celebrate visible, significant short-term wins
7. Never let up. Keep learning from experiences. Do not declare victory too soon
8. Institutionalise strategic changes in the culture

Figure 1. 8 Accelerators for strategic change (Kotter, 2012)

The original model seems less relevant in a fast-paced world that demands continuous strategic development from organisations. Therefore, to provide a model for agile and continuous strategic change, the eight-step model was reformulated into eight accelerators (figure 1). According to Kotter, the accelerators, as the name indicates, accelerate change. They have been designed to be executed (partly) simultaneously, allowing for faster implementation of strategic change initiatives (Kotter, 2012).

To clarify the model, the eight accelerators are briefly explained in the remainder of this section.

The first accelerator Kotter describes to be of critical importance for a change process is to create a strong sense of urgency. Management may be convinced of the need for constant strategic adjustments, but there should be awareness across every layer and department of the organisation as well. A strong sense of urgency would help give employees the determination to work towards the new strategy. Without a big enough sense of urgency, change efforts will likely fail.

A strong sense of urgency may result in many applications from employees to be part of a guiding coalition. The guiding coalition forms the core of the strategic network, and for it to be more effective in collecting and processing information, it should be made up of employees from different layers and departments of an organisation, as well as some very good leaders. Such composition allows the guiding coalition to use information from both inside the company and of its environment in making strategic decisions.

Next, a well-formulated vision can help guide the efforts of a dual-operating system. In addition, it will allow that decisions can be taken by the guiding coalition without having

to ask permission. Input from throughout the organisation can be used in the development of a vision.

When the right vision and strategy are communicated in such ways that they are remembered, the vision and strategy will gather momentum and support from employees. However, scepticism may arise as well from people that have negative experiences with previous attempts to strategic change. Kotter argues that this resistance can be quelled by aiming motivation efforts at those employees that do get the sense of urgency and support the vision, to create a 'volunteer army' of change agents. These people should be given the opportunity to take initiative in creating solutions for problems that may arise. If an employee steps forward with an idea of how to approach a certain issue, he or she should be given the necessary freedom and responsibility to put together a team of volunteers that possess the required knowledge and skills to develop a specific solution. Allowing employees to take initiative and providing the necessary resources provides a stimulus for employees to get involved in working towards the vision.

At the same time, to remain credible, the strategy network should quickly produce results that benefit the organisation. Proof of this should be shared across the organisation to both take scepticism away and attract people to join the volunteer army. It is important that organisations keep adapting to changes in their environments by developing change initiatives. A strong sense of urgency will help people in the guiding coalition to keep up motivation to look for new opportunities for strategic change, and avoid regression towards the hierarchy.

Finally, strategic change is only done when it has become part of day-to-day business. Hence, a change in the organisational culture is required, which is possible when new initiatives are successful and improve the organisation's future (Kotter, 2012).

3. METHODOLOGY

In this section, the methods used to gather and analyse data are discussed.

To collect data to answer the research questions proposed in the problem statement section, a qualitative research is conducted. In order to obtain the data relevant to the purpose of this study, the ambassadors of the SDGs have been selected as interview candidates. As there are seventeen SDGs, seventeen ambassadors have been appointed by the municipality. All seventeen were approached, but only seven agreed to being interviewed. For the other ten, reasons not to participate were uncertainty about their role as ambassador and resulting inability to give proper answers, and decisions to resign the role altogether, due to a lack of progress and clear description of responsibilities and expectations associated with the role.

Answers provided by the ambassadors concerning certain subjects, sometimes differed strongly, as will be discussed further in section 4. Because of this variation in answers, it was deemed necessary to add the managing director to the list of interview candidates. This person originally initiated the idea and plan to incorporate the SDGs into the organisation and to appoint ambassadors, and therefore is expected to be able to provide the clear answers where the ambassadors differed. This brings the total number of interviews conducted to eight.

The interviews were conducted in a semi-structured way. A set of questions has been designed in line with the eight accelerators, so that the information disclosed by interviewees would provide insight into how the change process with regard to the concepts described by Kotter. Next to this, interview questions were included that concern the perceived presence of these SDGs in the organisation and what effect they have on the efforts of achieving the vision. Furthermore, a number of questions are dedicated to getting insight in the role of the ambassadors, how the role is conceived by the ambassadors and the contributions of the ambassadors. The questions were not applied as a fixed set, but rather as guideline of topics that would be discussed in each interview, and depending on the responses of interviewees, follow-up questions were asked.

For the data-analysis, the grounded-theory method is used. With this method, theory can developed based on data that was collected in a specific context or situation, as "The procedures of grounded theory are designed to develop a well integrated set of concepts that provide a thorough theoretical explanation of social phenomena under study" (Corbin & Strauss, 1990; p. 5). In this study, data are collected by means of interviews. Of each interview an audio-records is made, which is then transcribed. The raw data itself cannot be used for the analysis, for that should be done at a higher level of abstraction. "Theories can't be built with actual incidents or activities as observed or reported; that is, from "raw data"" (Corbin & Strauss, 1990; p. 7). To reach a higher level of abstraction, data will have to be conceptualised. This conceptualisation is done by coding the data. In this process, fragments of information are given describe labels describing concepts that the data fragments refer to.

Three types of coding are common in grounded-theory methodology: open, axial, and selective coding (Corbin & Strauss, 1990). In this research, open and axial coding are applied. Open coding is the process in which data is read and analysed in order to identify subcategories. For this research, data is coded line-by-line. This means that every line of data is analysed to interpret what it tells about a certain phenomenon, which is then turned into a subcategory. This level of scrutiny is applied to achieve the most detailed interpretation of the data possible.

After the process of open coding, axial coding is applied. For this stage of the coding process, a coding paradigm is applied. A coding paradigm is a framework that is applied to the coding process to help researchers determine the context and relationships between subcategories (Corbin & Strauss, 1990; Corbin & Strauss, 2008). The use of coding paradigms is contested amongst grounded theorists. Glaser, one of the founders of grounded theory methodology, argues against using coding paradigms. Imposing a coding paradigm on the development of theory would hinder the theory to be fully grounded in the data, as a coding paradigm would assume the relevance of certain contexts or relationships, rather than interpreting the data as is, and discovering relationships in the data (Glaser, 1978; Heath & Cowley, 2004).

In this study, the interview questions were designed in such a way that collected data would be related to either of the eight accelerators, the role of SDGs or the role of ambassadors. Therefore, these ten topics have been set as core categories. Usually, core categories would follow from the process of selective coding (Corbin & Strauss, 1990), but in this research it is clear that the data would provide subcategories that can be classified in either of these ten core categories. Hence, in the process of axial coding it is determined for each subcategory what core category it is related to, and is then classified in that core category.

After classifying the subcategories into the core categories, subcategories are analysed to identify connections between them. Different subcategories may relate to a similar concepts and as such can be grouped into main categories.

One of the characteristics of grounded theory methodology is that it combines data collection and data analysis into a single process. After the construction of categories, these should be tested by collecting new data with the new categories in mind, a process called theoretical sampling (Corbin & Strauss, 1990). Challenging the categories with new data will help refining them. The more the cycle of testing and refining of categories is repeated, the more refined they will become. However, this is a time-consuming process, and given the limited time available for this research, a shorter version is used. Categories are developed from data from a single round of data collection.

Comparative analysis is performed on subcategories to identify potential similarities or differences between them, making the subcategories more detailed so that they represent the subtle diversities in the data.

The main categories represent the subcategories, but given the higher level of abstraction are more useful for analysis. The process of coding is sensitive to the subjectivity of the researcher. In order to reduce potential researcher bias and to increase the internal validity of the categories, the coding process for this research is conducted separately by two researchers. The results from both researchers are compared to find main categories that both researchers agree on. Based on the main categories that result from this process, the answers to the research questions for this study are derived. The results of this process are shown in the next section.

4.RESULTS

A first interpretation is made after the subcategories have been assigned to the core categories. A count of the number of subcategories is presented in table 1, and shows a strong variation amongst the core categories, varying from five subcategories for the core category 'Institutionalise strategic changes in the culture', to 54 and 63 for 'The role of SDGs in the organisation' and 'The role of ambassadors of SDGs' respectively. The mere numbers of subcategories do not disclose any substantive information about the core categories, but it gives a first impression of the relative proportions of data related to the core categories.

Table 1. Number of subcategories per core category.

Core category	Number of subcategories
Create a sense of urgency around a single big opportunity	35
Build and maintain a guiding coalition	19
Formulate a strategic vision and develop change initiatives to capitalise on the big opportunity	34
Communicate the vision and the strategy to create buy-in and attract a growing volunteer army	34
Accelerate movement towards the vision and the opportunity by ensuring that the network removes barriers	30
Celebrate visible, significant short-term Wins	23
Never let up. Keep learning from experiences. Do not declare victory too soon	32
Institutionalise strategic changes in the culture	5
The role of SDGs in the organisation	54
The role of ambassadors of SDGs	63

In the remainder of this section, a more substantive interpretation of the results will be presented by taking a closer look at the core categories separately. Per core category, the main categories that were constructed from the subcategories are presented. Each core category is provided with a quote from the transcribed data that illustrates a subcategory for the relevant core category. For reasons of clarity, only a selection of subcategories is illustrated. A full overview of the subcategories can be found in the appendix.

4.1.Create a sense of urgency around a single big opportunity

For the first core category, four main categories were constructed, as shown in table 2. These main categories identify that the sense of urgency was propelled by a recognition of the need to cooperate to find solutions. A second contributor to the sense of urgency is the desire of society to be involved in the activities of the municipality. In addition, it was recognised that to achieve this, distance between the municipal organisation and citizens needed to be reduced. Furthermore, it was recognised that to accommodate these developments, the hierarchical structure of the organisation was no longer adequate.

Table 2. Main categories for the first core category, with illustrations from the transcripts.

Core category	Main categories	Illustration of quotes from the transcripts of interviews (subcategory)	Inter view
Create a sense of urgency around a single big opportunity	Need for cooperation to find solutions and answers to problems	"Often it was asked only in later stages, or at management level… whether broader implications of a decion were assessed" (Lack of cooperation between departments)	5
		"We have to look at the assignment at hand, who do we need for this and what temporary partnerships should be formed to find a solution"	2
		"we have to cooperate with partners to solve today's problems" (necessity)	8
	Society wants to be involved	"I think it was fuelled by demand from society to be more involved in policy making and policy execution" (society demands to be involved)	2
	Hierarchical structuring of work does not suit societal developments	"the observation that we are an organisation that no longer can get along with the developments we want, I think that was a starting point for the management board" (Observation of inadequacy)	5
	Reducing disctance	"it has got to do with what you saw nationally, people had a certain distance, politics really stood at a distance from citizens. I think that was also the case in municipalities; and to get closer to citizens…that was difficult"	3
		"We look for possibilities to empower citizens, companies and institutions"	2

4.2. Build and maintain a guiding coalition

For the second core category, three main categories were constructed. Table 3 shows that these main categories concern giving direction, involving employees and enthusing others. What is remarkable about these main categories, is that they illustrate what a guiding coalition should be doing in the change process, but not so much the strategic function of it and who form the guiding coalition.

Table 3. Main categories for the second core category, with illustrations from the transcripts.

Core category	Main categories	Illustration of quotes from the transcripts of interviews (subcategory)	Inter view
Build and maintain a guiding coalition	Give concrete direction	"additional capacity will be used to guide processes better" (guidance)	5
		"To use a metaphor: a plant does not grow on its own, you should water it from time to time" (supporting)	3
	Enthuse others	"the managing director is radiating enthusiasm" (enthusiasm)	3
	Involve employees	"and team managers take their teams along by explaining the plans"	8

4.3. Formulate a strategic vision and develop change initiatives designed to capitalise on the big opportunity

From the subcategories related to the third core category, four main categories have been constructed. These main categories illustrate what the municipal organisation wants to achieve by becoming a network organisation. As can be seen in table 4, main categories related to the vision are to be a stable and decisive partner. In relation to the desire to reduce the distance between government and citizens, this illustrates the vision to stand next to citizens and companies rather than above it. Furthermore, a focus on assignments, local customisation and active involvement of and in society emerged from the data. Rather than working in hierarchical structures, employees' work should be organised around assignments and projects. Adopting this way of working and involving citizens is expected to foster creative solutions for specific, local problems.

Table 4. Main categories for the third core category, with illustrations from the transcripts.

Core category	Main categories	Illustration of quotes from the transcripts of interviews (subcategory)	Inter view
Formulate a strategic vision and develop change initiatives to capitalise on the big opportunity	Stable, decisive partner	"To be a stable and decisive partner" (stable and decisive partner)	1,8
		"We think we need to be part of society, and that asks that you work together with partners in that society" (partner in society)	8
	Assignment-focused ordening	"The goal is to work more integrally. Also more assignment-focussed" (integrality)	6
		"For me, a network organisation is a way of working that contributes to realising assignments together with society" (way of working)	5
	Local customisation	"You would form a network of people with knowledge that is relevant to the specific problem, with whom you try to solve it" (flexible adjustment to assignments)	7
		"You want participation, move quickly, take risk…it challenges to find Solutions and develop creative ideas with your environment" (creative solutions)	5

Core category	Main categories	Illustration of quotes from the transcripts of interviews (subcategory)	Inter view
	Actively involve, and be actively involved	"From what I hear, it helps us to be closer to the citizens…to be more accesible in the different areas" (locally involved)	3
		"It could be that the environment knows very well what solution should be found. Then we, as local government, are a facilitating body…" (facilitating civil participation)	5

4.4. Communicate the vision and the strategy to create buy-in and attract a growing volunteer army

Table 5 shows the three main categories that were constructed for the fourth core category. The main categories show that the vision is broadly communicated via different channels, but also that there are different understandings of the vision. The last main category illustrates that the sense of urgency is not unanimous among employees.

Table 5. Main categories for the fourth core category, with illustrations from the transcripts.

Core category	Main categories	Illustration of quotes from the transcripts of interviews (subcategory)	Inter view
Communic ate the vision and the strategy to create buy-in and attract a growing volunteer army	Broad communi- cation via different channels	"There have been informations sessions for those who are interested" (meetings)	2
		"There have been meetings and documents…" (publications)	1
	Differences in understan- ding	"there was recognition for what was presented by the management" (recognition of employees)	5
		"There are many people that are very motivated, and others would rather not change" (different reactions)	8
	Urgency is not unanimous	"The plans have not been communicated in ways that I noticed it" (plans unknown)	7
		"Some people only see what went wrong last time, and do not see the opportunity here" (urgency not seen by everyone)	6

4.5. Accelerate movement towards the vision and the opportunity by ensuring that the network removes barriers

For the fifth core category, four main categories have been constructed from the relevant subcategories. These main categories identify that employees individually substantiate working towards the vision in their work. Contrarily, it also showed that taking this responsibility is not common among employees, and that some are more hesitant to do so. A third main categories illustrates that taking responsibility and making individual contributions is encouraged. The last main category represents the desire for direction and freedom to adapt.

Table 6. Main categories for the fifth core category, with illustrations from the transcripts.

Core category	Main categories	Illustration of quotes from the transcripts of interviews (subcategory)	Inter view
Accelerate movement towards the vision and the opportunity by ensuring that the network removes barriers	Individual substan- tiation	"I want, as an employee of the municipality, apart form my function, to contribute to the organisational development" (motivation to contribute)	1
	Encoura- ged	"Yes, it certainly is facilitated. It is always possible…you are not pulled back when you approach other teams" (acting independently encouraged)	4
	Taking responsi- bility not common	"There are people that find it difficult. You cannot force them. They would rather have you tell them what to do" (not everybody is self-sufficient)	3
		"It differs from one individual to another. It depends on the individual" (approaching others not commonplace)	6
	Give direction and give freedom	"I think people should be given the chance to move along, before we move to the next stage" (allow people to move adapt)	4

4.6. Celebrate visible, significant short-term wins

Three main categories have been constructed from the subcategories related to the sixth core category, as shown in table 7. The first main category illustrates that success is made visible by employees. However, another main category indicates that the communication methods used to communicate successes, do not seem to reach all employees. The third main category illustrates a major success for the organisation. It was mentioned in a number of interviews that it is important that the municipality considers the added value for citizens for every project it executes. The third main category illustrates that the employees recognise the added value for citizens of a network organisation.

Table 7. Main categories for the sixth core category, with illustrations from the transcripts.

Core category	Main categories	Illustration of quotes from the transcripts of interviews (subcategory)	Inter view
Celebrate visible, significant short-term Wins	Making successes visible	"I share successes via social media" (sharing successes)	1
		"I always give big compliments. And I show the results of employees to the team" (attention for good results)	7
	Added value for citizens regocnised	"We have projects to create opportunities for citizens with a distance to the labour market, support programmes for informal caregivers. We make neightbourhood plannings together with inhabitants in which we think of different ways to improve the neighbourhood" (local results)	2
	Reach of current communi-cation not sufficient	"There was a meeting the other week where all sorts of things concerning the SDGs have been thought of. Which is nice, but even I as an ambassador did not know about it. It should be communicated before the meeting. But that is tricky, how will you communicate? Via intranet? Half of the people here do not read intranet" (looking for effective ways of communication)	6

4.7. Never let up. Keep learning from experiences. Do not declare victory too soon

For the seventh core category, a total of three main categories have been constructed, as can be seen in table 8. These main categories illustrate that the importance for continuous betterment is recognised among employees, but contrarily, that the act of evaluation is not incorporated in the development of the organisation.

Furthermore, an insufficient overview of progress is indicated.

Table 8. Main categories for the seventh core category, with illustrations from the transcripts.

Core category	Main categories	Illustration of quotes from the transcripts of interviews (subcategory)	Inter view
Never let up. Keep learning from experiences. Do not declare victory too soon	Evaluation not incorpo-rated in develop-ment	"I do not know whether it was agreed that we will evaluate the network organisation in 2020 or so" (No evaluation planned)	2
	Insufficient overview	"I see chaos, a mess" (chaotic)	3
		"We have presented the plans so often now, but whether anyone has listened and adopted them, I cannot tell" (familiarity of plans not inventoried)	8

Core category	Main categories	Illustration of quotes from the transcripts of interviews (subcategory)	Inter view
	Recogni-tion of importance for betterment	"Organisations are always developing. It is never done, there is no end-stage" (continuous development)	2

4.8. Institutionalise strategic changes in the culture

For the eighth core category, just two main categories have been constructed. The first indicates that a new way of working is increasingly common across the organisation. For the second main category, very few subcategories were identified that substantiate this main category. It was agreed by the researchers that performed the coding, that the mere lack of subcategories substantiating the institutionalisation of change supports the notion of little awareness of the importance of this aspect of organisational change.

Table 9. Main categories for the eighth core category, with illustrations from the transcripts.

Core category	Main categories	Illustration of quotes from the transcripts of interviews (subcategory)	Inter view
Institutiona lise strategic changes in the culture	Triple helix	"We work more and more with the triple helix, so cooperation between government, entrepreneurs and education" (triple helix approach more commonplace)	8
	Little awareness of the importance of institutiona lising change	"And now people themselves have to change. We talk in terms of structures, but human change not so much" (human aspect of change not discussed)	6

4.9. The role of SDGs in the organisation

For the core category pertaining to the role of SDGs in the organisation, four main categories have been constructed, which are shown in table 10. Three main categories illustrate contributions of the SDGs to the network organisation. These indicate that the SDGs provide a common framework that helps different parties involved in specific projects to have a joint focus, that the SDGs can be used as a common language in communications with other parties, and that they contribute to awareness of global issues and what is locally contributed to them. The fourth main category indicates the limited visibility of the SDGs in the organisation.

Table 10. Main categories for the ninth core category, with illustrations from the transcripts.

Core category	Main categories	Illustration of quotes from the transcripts of interviews (subcategory)	Inter view
The role of SDGs in the organisation	Common, shared framework	"Entrepreneurs think different than us, and the SDGs are pretty unanimous. You pursue a common goal" (common goals)	1
		"We are talking about the same thing, we have a joint challenge en put similar energy into that" (focus)	2
	One language	"Additionaly, they help us to communicate in the same language with our partners"	8
	Raising awareness of - and contributions to the bigger picture	"The SDGs are also an instrument that is appealing to people. You contribute to Global Goals" (local contribution to global goals)	8
	SDGs insufficiently visible in activities	"I do not see them. They are probably integrated into policy-related aspects, but I am not involved in policy, so I do not see them" (SDGs not visible in organisation)	7

Core category	Main categories	Illustration of quotes from the transcripts of interviews (subcategory)	Inter view
	Role unclear	"There was no assignment linked to the role, so at that time, nobody know what the role would entail exactly. That is still in progress" (no description)	4
	Different substantiations of received operating space: proactive and reticent	"I have made an action plan for myself" (individual substantiation)	2
		"It was unknown what was expected from the ambassadors. In that sense, I am an ambassador, but have I done anything as such? Absolutely not" (not showing initiative)	7
	Give insight in added value of SDGs	"I try to explain why we should be aware of the SDGs in our work, especially on project-level. So that we know what they contribute, what we have realised and that we can link that to the SDGs" (showing impact on projects)	5

4.10. The role of ambassadors for the SDGs

For the tenth core category, five main categories have been constructed, as shown in table 11. These main categories firstly illustrate that ambassadors have a responsibility for the incorporation of the SDGs in their work and that of others. The ambassadors provide insight for employees into the added value of incorporating SDGs in their work.

Furthermore, it showed that the ambassadorship should be assumed by people that have an intrinsic motivation to contribute to the incorporation of the SDGs into the organisation. Another main category indicates that the role had not been substantiated before appointing the ambassadors, and that there is unclarity among them about what the role entails exactly. The last core category illustrates that there are different attitudes in substantiating the operating space that the ambassadors have. Some have ideas of how how they can contribute, others await instructions and have not taken initiative.

Table 11. Main categories for the tenth core category, with illustrations from the transcripts.

Core category	Main categories	Illustration of quotes from the transcripts of interviews (subcategory)	Inter view
The role of ambassadors of SDGs	Responsible	"When I meet with entrepreneurs, and the SDGs come up for discussion, then I should be ambassador of the SDGs and explain the importance of them" (representative)	5
	Intrinsically motivated	"The goal for which I am ambassador suits my normal funcion, so immediately I had ideas of what I could do for this goal" (Motivation)	6

5. DISCUSSION

Now that the results have been interpreted, conclusions can be drawn to answer the research questions for this thesis. However, before this is done, the limitations to this research should be considered.

Firstly, the grounded theory methodology used is a shortened version of the 'full' method, as the subcategories were formulated bases on a dataset obtained in a single round of data collection (Willig, 2013). Although constant comparative analysis has been applied to subcategories related to similar concepts in order to identify similarities or variations between them, as described by Corbin and Strauss (1990), the construction of subcategories, and subsequent main categories derived from them, is limited by the unilateral collection of data. Categories have not been tested by the collection of additional data, which would possibly have challenged them and may have uncovered further detailed differences between similar categories. Furthermore, the relatively small sample size of eight interviews limits the representativeness of the categories. A larger sample size may have produced a richer dataset that may produce more representative categories. In addition, data-analysis and construction of categories have been performed by two researchers rather than one in order to enhance the internal validity of the categories. However, data-analysis and agreement on categories by a larger number of researchers could reduce the influence of researcher bias, and could enhance the internal validity of categories.

Thus, any conclusions based on the results of this research should be drawn with considerable caution. They will be specific for this study, and may not sustain in a more comprehensive study.

Additionally, the data that was used for the analysis in this thesis have been collected at a single municipal organisation,

and are therefore specific to the change process of that particular organisation. It should therefore be observed that any conclusions drawn based on the analysis of this data are not generalisable. Further data collection in different organisations could increase the generalisability of conclusions. However, that lies beyond the scope of this research.

With recognition of these limitations, conclusions are now made to answer the research question. The first research question for this study is:

"Which of Kotter's accelerators can be defined in the change process at the municipality of Rheden?"

As table 1 shows, subcategories have been identified for each of the eight accelerators. This gives an indication that their presence is recognised in any form in the organisation.

For a more substantive answer to this research question, the main categories for the first eight core categories provide insight.

Looking at the main categories for the first accelerator, it can be seen that the respondents have a clear sense of the need for organisational change.

Main categories for the second accelerator indicate that the respondents have clear perceptions of what a guiding coalition can contribute to a change process. However, the existence of an actual guiding coalition is not indicated.

For the third accelerator, the main categories indicate different elements of the vision that are perceived by the respondents.

The main categories for the fourth accelerator indicate that the vision is communicated via different channels, but also that not every employee was reached. Furthermore, respondents indicated that employees differ in their willingness to contribute to the vision.

For the fifth accelerator, main categories indicate that employees are taking responsibility in making individual contributions and that this is encouraged and facilitated by their managers. However, they also indicate that a number of employees are hesitant to take this responsibility and would rather follow instructions. Related to this, the need for some form of direction and room for individual adaptation were expressed.

Main categories for the sixth accelerator indicate that at least some employees share successes in various ways, but also that the communication techniques do not reach all employees. According to the respondents, a big success in the change process is the fact that the added value for citizens is being recognised across the organisation.

For the seventh accelerator, one main category indicates the recognition among employees that organisational change is never 'finished' and that improvements can be made continuously. Two other main categories indicate that there is a perceived lack of overview of the progress, and that evaluation is not incorporated in the change process.

For the eight accelerator very little subcategories were identified in the data, resulting in merely two main categories. The first indicates that cooperating with citizens and private organisations is becoming more commonplace for employees. However, clues that the change is being institutionalised in the culture of the organisation were not identified. This lead to the conclusion that the importance of this not recognised.

The second research question for this study is:

"What inconsistencies to the theory of Kotter's accelerators impede the change process at the municipality of Rheden?"

The two most noteworthy discrepancies to the eight accelerators in the change process at the municipality of Rheden are the apparent absence of a guiding coalition, and an underdeveloped awareness of the importance of institutionalising the change in the culture.

Kotter (1995) identified that not having a powerful guiding coalition is an error that is made by many organisations and can have a detrimental effect on making progress. "Efforts that don't have a powerful enough guiding coalition can make apparent progress for a while. But, sooner or later, the opposition gathers itself together and stops the change" (Kotter, 1995; p.63). The results of this study show various imperfections regarding different accelerators. Bluntly stated: the need to change is not unanimously recognised; a number of employees are reluctant in applying the new way of working and would rather follow instructions; communication efforts do not reach all employees; evaluation of progress is not incorporated in the change process, and there is a general lack of overview of the process. This study is too limited to draw conclusions that these imperfections are the result solely of the absence of a guiding coalition of sorts, but the importance of having a good guiding coalition cannot be ignored. A guiding coalition could be of value in improving in these areas, and given the importance Kotter assigns to a good guiding coalition, it may be assumed that the apparent absence of one does to some extent impede the change process at the municipal organisation of Rheden.

Furthermore, the apparent lack of awareness of the importance of institutionalising change in the culture of the organisation can impede the change process on a longer term. "Until new behaviors are rooted in social norms and shared values, they are subject to degradation as soon as the pressure for change is removed" (Kotter, 1995; p.67). The results of this study show that progress is not evaluated, successes are not communicated in ways that reach all employees and not all employees get the sense of urgency that is needed to change their way of working. Underestimating the importance of these aspects in institutionalising the change can impede the institutionalisation of the change in the culture.

The third research question for this study is:

"In what ways can Sustainable Development Goals contribute to a network organisation, and role can ambassadors play in incorporating these goals?"

To answer this question, the main categories for the ninth and tenth core category are assessed. These show that SDGs provide a shared framework and a common language for cooperation, and that they raise awareness of the global nature of certain problems and what is contributed locally.

Results indicate that municipality of Rheden wants to be a reliable partner and that it wants to cooperate with citizens and

private companies. These three parties may have different interests or may look at problems from different angles. The results of this study suggest that the shared framework and a common language provided by SDGs can foster cooperation as parties can focus their efforts towards a unanimous goal. The results also suggest that the SDGs help raise awareness of global problems and what can be contributed locally. In the desire to cooperate with other parties, this insight can help to attract those parties to cooperate and contribute to global problems.

With regards to the role of ambassadors the main categories that were constructed for the this core category indicate that they make a contribution in creating insight in the added value of the SDGs in the work of employees. Results also indicate that the ambassadors have a responsibility to promote the SDGs in their contact with citizens and companies. Results also show that people should be intrinsically motivated to make a contribution as ambassador. This however is not always the case. To some ambassadors, the role is unclear, and the substantiations that are given to the operating space differ. Some ambassadors are proactively making action plans while others are reluctant to take initiative. It can therefore be said that the ambassadors can contribute to the acceptance and incorporation of the SDGs in the network organisation, but that the role should be taken on by motivated employees that are proactive in creating ideas how they can make contributions.

6.ACKNOWLEDGEMENTS

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APPENDIX 1

Interviewvragen

Kunt u uitleggen hoe de huidige organisatiestructuur er uit ziet?
- Welke afdelingen/departementen zijn er?
- Hoe verhouden zij zich tot elkaar? (horizontaal, verticaal, afhankelijk/onafhankelijk)
- Hoe worden deze aangestuurd?

Kunt u uitleggen wat de manier van werken is binnen de gemeente?
- Hoe/door wie wordt bepaald wie wat doet?
- Waar komen opdrachten vandaan?
- Hoe 'lopen de lijnen'?
- Wat zijn taken en verantwoordelijkheden van medewerkers?
- Hoe is de samenwerking? Brede samenwerking voor betere oplossingen, of kijkt men naar eigen taken en wordt werk daarna doorgegeven?

Waar/hoe is het idee ontstaan om naar een netwerkorganisatie te veranderen?
- Waarom moet er een verandering plaatsvinden? Slechte resultaten?
- Waarom wil de gemeente een netwerkorganisatie worden?
- Hoe ziet u/de gemeente een netwerkorganisatie voor zich?
- Wat maakt het zo belangrijk om deze verandering door te voeren?

Kunt u uitleggen hoe het idee voor de verandering ontstaan is?
- Wie heeft idee voor deze verandering geïnitieerd?
- Hoe is dit idee in de organisatie gebracht?
- Hoe is het idee opgepakt en tot een plan gemaakt?

Wat is het exacte doel van de verandering?
- Wanneer is de verandering geslaagd/af?

Waarom zijn de Global goals betrokken in de plannen voor de verandering?
- Wat voegen de Global goals aan waarde toe aan een netwerkorganisatie?
- Waarom geen netwerkorganisatie zonder Global goals?

- Hoe gaan deze goals een deel uitmaken van de netwerkorganisatie?
- Wat is de 'functie' van de Global goals in de netwerkorganisatie?

Kunt u uitleggen wat een ambassadeur van een Global Goal is?
- Waarom zijn er ambassadeurs voor de Global goals?
- Wat is de normale functie/positie van degenen die ambassadeur zijn?
- Waarom zijn juist die personen ambassadeur geworden?

Wat is de precieze functie van de ambassadeurs?
- Vertegenwoordigen zij slechts een Global goal?
- Zijn zij actief verantwoordelijk voor het opzetten van een netwerkorganisatie?

Hoe zijn de ambassadeurs gekozen?
- Hebben mensen zich vrijwillig aangemeld om ambassadeur te worden?
- Zijn bepaalde mensen benaderd om ambassadeur te worden?
- Waarom juist deze personen?

Wat maakt de ambassadeurs zodanig gemotiveerd om een actieve rol in de verandering te vervullen?
- Waar komt deze motivatie vandaan? (Intrinsiek, 'overgehaald')

Kunt u uitleggen hoe de samenwerking tussen de ambassadeurs is?
- Vormen zij een team? Zijn het 'eilandjes'?
- Vertrouwen, communicatie?

Is er een visie voor de verandering?
- Wat is deze visie?

Wordt de visie gecommuniceerd naar medewerkers?
- Hoe wordt de visie gecommuniceerd naar medewerkers?
- Hoe wordt dit ontvangen door medewerkers?
- Waar blijkt dit uit?

Kunt u uitleggen hoe het plan om de visie te bereiken er uit ziet?
- Zijn er initiatieven (genomen) om de visie te bereiken?
- Welke stappen staan te gebeuren?
- Is er een strategie om de verandering te realiseren?

Wordt de visie en het plan om die te bereiken op elke mogelijke manier gecommuniceerd, zodat er 'geen ontkomen aan is'?

Hoe worden medewerkers in de organisatie betrokken bij de verandering?

 Door wie worden medewerkers in de organisatie betrokken bij de verandering?

 Wat wordt er gedaan om medewerkers te overtuigen van het nut/belang van de verandering?

Wordt het aangemoedigd en mogelijk gemaakt om op de nieuwe manier te werken?

 Hoe wordt dit mogelijk gemaakt?

 Wat zijn initiatieven hierin?

Kunt u vertellen wat tot op heden de resultaten zijn?

 Zijn dit gewenste resultaten?

 Hoe dragen deze resultaten bij aan het bereiken van de visie?

 Worden de resultaten passend gevierd/ wordt een passend belang gehecht aan de resultaten?

Wanneer resultaten uitblijven, of wanneer niet de gewenste resultaten worden bereikt, wat wordt er dan gedaan om dit te veranderen?

 Hoe wordt er bijgestuurd?

 Leverde dat wel de gewenste resultaten?

Wat zijn de volgende initiatieven na de eerste winsten?

APPENDIX 2

Kerncategorieën	Hoofdcategorieën	Subcategorieën	
1. Creëer een gevoel van urgentie	- Noodzaak om samen te werken om oplossingen/ antwoorden te vinden voor opgaven - Samenleving wil betrokken worden - Hiërarchisch werken sluit niet aan bij maatschappelijke ontwikkelingen - Afstand verkleinen	- Top-down, centraal 1,5,6,7 - Taakgericht 1,6 - Hokjes 1,3,4,5,6,7 - Grenzen en barrières 1,5,6,8 - Behoefte, nieuwe behoeften 1,5,6,7 - Samenleving wil meer betrokken worden 2 - Samenkomen van belangen 1 - Uitdaging 1 - Kansen 1 - Gebrek aan samenwerking 1,5,6,7 - Vooruitstreven 1,4,5,7 - Noodzaak 1,8 - Afhankelijk 1,4 - Integraliteit 1,5,6,7 - uitsluiten, zonder ons verder gaan 1 - Aanpassen 1,2 - Kans benutten 1 - Potentie benutten 1,5 - Signaal 2,6 - Erkenning 2,7 - Collectief 2 - Meegaan met de tijd/ tijdsgeest	

Kerncategorieën	Hoofdcategorieën	Subcategorieën	
2. Vorm een leidende coalitie	- Concreet richting geven - Enthousiasmeren - Betrekken van medewerkers en organisaties	- Flexibel 1 - Overbrengen 1 - Uitleggen 1,8 - Luisteren 1,4 - Verschillende achtergronden 1 - Voorbereiding 2,4 - Implementeren 3,7 - Sturen 3,4,5,6 - Niet op zijn beloop laten 3 - Enthousiasmeren 3 - Resultaten zichtbaar maken 3 - Verschillen in aanpak 4 - Decentraliseren/ delegeren 4 - Activeren 5 - Iedereen meekrijgen 6,8 - Signaal oppikken 7 - Ontwikkelen 7 - Gele kaart uitdelen 7 - Aansporen 7,8	

Kerncategorieën	Hoofdcategorieën	Subcategorieën	
3. Creëer een visie en ontwikkel initiatieven om deze te bereiken	- Stabiele, slagvaardige partner - Opgave-gerichte taal en ordening - Lokaal maatwerk - Actief betrekken en betrokken zijn	- Ideaal 1 - Evolueren 1 - Stabiele en slagvaardige partner 1 - Opgave-gericht/ projectmatig 1,2,6,8 - Dynamisch 1 - Samenwerken 1,2,3,4,5,8 - Delen 1 - Proces 1,6 - Manier van denken/ werken 1,5,8 - Competentiegericht 1,5,7 - Speerpunten 1 - Samen invullen 1,4 - Flexibel inspelen op vraag 1,5,7 - Minder vaste structuren 2 - Netwerkorganisatie is hulpmiddel 2,5,8 - Progressief denken 2,6 - Vooruitkijken 2 - Energie en middelen richten 2 - Zelfdenkende/ zelfstandige professionals 2,5,8 - Verbinden	

Kerncategorieën	Hoofdcategorieën	Subcategorieën	
4. Communiceer de visie om me dewerkers aan te trekken	- Brede communicatie via verschillende kanalen - Verschillen in begrip - Urgentie niet unaniem	- Bijeenkomsten 1,2,4,6,7,8 - Publicaties 1,2,5 - Onoverzichtelijk 1,4 - Uitleggen 1,6,8 - Verschillende kanalen 1 - Werkgroepen 1,8 - (Impact) zichtbaar maken 1,3,4,6,8 - Spreekuren 1 - Cohesie 1,3 - Luisteren 1 - Leiden 1 - Collectief 1 - Informatiesessies voor geïnteresseerden 2,4,6,8 - Praat/denk/ brainstorm sessies op alle afdelingen 2,8 - Veel top-down 2,7 - Loyaliteit van medewerkers 2 - Onaangekondigd 3 - Deelnemen aan projecten 4,8 - Meedenken 4 - Inspraak 4 - Inhoud	

Kerncategorieën	Hoofdcategorieën	Subcategorieën	
5. Stel anderen in staat naar deze visie te handelen	- Individuele invulling - Aanmoedigen - Eigen verantwoordelijkheid nemen - Richting geven en ruimte laten	- Zoeken 1,7 - Bijdrage leveren 1,6 - Elkaar versterken 1,4,7 - Faciliteren 1 - Initiatief laten nemen 1,7 - Volledig gesteund en gefaciliteerd om anders te doen 1 - Aanmoedigen 1 - Lead-by-example 1,8 - Potentie ontgrendelen 2 - Verbinden met partijen gestimuleerd 2,4 - Mensen hebben structuur nodig 2,3,7 - Motivatie 2 - Behoefte aan duidelijkheid 3,6,7 - Onduidelijkheid 3 - Niet iedereen is even zelfredzaam 3,7 - Verschillen in opvatting 3,6 - Teamdeal 3 - Samenhan	

Kerncategorieën	Hoofdcategorieën	Subcategorieën	
6. Plan en creëer korter mijn winst	- Zichtbaar maken van successen - Toegevoegde waarde door inwoners herkend - Activiteiten verbinden aan de Global Goals - Mensen worden onvoldoende bereikt met huidige communicatievormen	- Resultaten delen 1,7 - Inzicht krijgen 1,5,6 - Collectief 1 - Afvragen wat de inwoner er aan heeft 1 - Samenwerken aan projecten 1,4,8 - Maatwerk leveren 1 - Partners betrekken 1,8 - Inspireren 1 - Integrale oplossingen 2,4 - Grotere lokale betrokkenheid 2 - Website om succes zichtbaar te maken 2,6 - Succes wordt te weinig gecommuniceerd 3,6,7 - Twijfel wegnemen 3,5 - Deel wat goed en niet goed gaat 3 - Succesverhalen ontbreken nog 3,5 - Weinig verandering in halfjaar/jaar 4	

Kerncategorieën	Hoofdcategorieën	Subcategorieën	
7. Geef niet op, blijf leren van ervaringen	- Evaluatie - Onvoldoende overzicht - Aandacht voor verbetering	- Weerstand 1,3,4,5,8 - Niet iedereen meekrijgen 1,5,6,8 - Doorpakken 1,6,8 - Progressie 1 - Tegen dingen aanlopen 1 - Oriënteren 1 - Veel mensen nog niet mee 1,8 - Inertie 1,6 - Bijsturen 1,3,5,6,7 - Samen verantwoordelijk 1 - Continu verbeteren/ ontwikkelen 2,5,7 - Voortdurend prikkelen en aanspreken 2,7 - Geen evaluatie gepland 2,7 - In elke organisatie gaan dingen mis 2 - Overgang duurt te lang 3 - Rommelig/ chaotisch 3 - Aantal zaken had geregeld moeten zijn	

Kerncategorieën	Hoofdcategorieën	Subcategorieën	
8. Institutionaliseer de nieuwe aanpak	- Triple Helix - Weinig besef van het belang van institutionaliseren	- Transitie 1,6 - Triple helix 2,8 - Coachen 1,5,7 - Groeiende 2,4 - Budgetten niet in lijn met beleid 6,7	

Kerncategorieën	Hoofdcategorieën	Subcategorieën	
9. Global Goals	- Gemeenschappelijk gedragen kader - Één taal - Bewust worden van en bijdragen aan een hoger doel (zingeving) - Global Goals onvoldoende zichtbaar in activiteiten	- Gemeenschappelijke taal 1,4,6,8 - Gezamenlijk/ gemeenschappelijk doel 1,3,5,6 - Populair 1,2,4,8 - Richting 1,3,6 - Lokaal relevant 1,5 - Open staan 1 - Verduidelijken 1,8 - Niet noodzakelijk 1 - Houvast 1,4,5,8 - Hulpmiddel 1,5,6,8 - Samenwerken 1,7,8 - Integreren 1 - Ondersteuning 1,3 - Elkaar versterken 1 - Uitgangspunt 1,2,4,5,6 - Instrumenteel 1,8 - Niet fundamenteel 1,2 - Onderdeel van een planeet 2 - Bewust worden 2,3,5 - Wereldburgers 2 - Groeiend bewustzijn	- Reflectie 3 - Blik verbreden 3 - Lokaal bijdragen (aan werelddoelen) 3,5,8 - Kader voor doelen van gemeente 4,8 - Internationaal 4,7,8 - Beleid koppelen/ toespitsen 6,7 - Bekend voor degenen die er mee werken 6,7 - Nog geen gemeengoed in Nederland 7 - Niet zichtbaar in organisatie / inhoud onbekend 7 - Niet verankerd 7 - Reden/ keuze onbekend 7 - Lokale impact niet duidelijk 7 - Geen prioriteit 7 - Lokaal vertalen 7,8 - Prioriteiten 8 - Instrument voor

Kerncategorieën	Hoofdcategorieën	Subcategorieën	
10. Ambassadeurs	- Intrinsieke motivatie - Verantwoordelijkheid - Verschillen in rolduidelijkheid - Verschillen in invulling geven aan verkregen ruimte (proactief en afwachtend) - Inzicht geven in de toegevoegde waarde van de SDGs	- Motivatie, eigen motivatie 1,4,6,8 - Integreren 1 - Focussen 1 - Inhoud geven 1 - Verkondigen 1,4 - Impact zichtbaar maken 1,3,5 - Verantwoordelijk/ representatief 1,5,8 - Leiden 1 - Continu proces 1 - Samen ontwikkelen 1,3,7,8 - Nog in ontwikkeling 1,3,4,5 - Onduidelijkheid 1,4,5,6,7 - Luisteren 1 - Breed betrokken 1,5 - Overal integreren 1,2,4,8 - Flexibel 1 - Vertalen 1 - Zichtbaar maken 1,3,4,5 - Resultaten delen 1,3 - Ontwikkelingswerk 1 - De blijde boodschap verkondigen 2,8 - Selectie	- Werkdruk 3,6,7 - Verbreden 3,4 - Oriënteren/ inspiratie opdoen 3,7 - Open oproep 1,3,4,5,6,7,8 - Top-down 3 - Ideeën 3,6,7 - Geen druk/ verwachtingen 3,6 - Inertie/ afwachten 3,4,6,7 - Draagvlak creëren 3,4,8 - Verschillende interpretaties 4,5,6 - Uitdragen van je 'eigen' doel 4,6,7 - Stagnatie 4,6 - Wenselijke capaciteiten 5,7,8 - Breed perspectief 5 - Individueel 5,7 - Vragen 6,7 - Goal past bij huidige functie/ achtergrond 1,6,7 - Bekendheid creëren 6 - Niet betrokken