Project Management
as if the world matters...
Dr. Alex Hope
School of the Built and Natural Environment
Project Management
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School of the Built and Natural Environment
Scope

- What is Project Management?
- Sustainable Development
- Sustainability AND Project Management
- Sustainability IN Project Management
- Research Agenda
Project Management

- Time
- Cost
- Scope
What is a project?

“An individual or collaborative enterprise planned and designed to achieve an aim.”

“A unique, transient endeavor undertaken to achieve a desired outcome.” (APM Bok 2006 p.150)

“A temporary endeavor undertaken to create a unique product, service or result.” (PMI, Bok 2009 p.442)
"An individual or collaborative enterprise planned and designed to achieve an aim"
“A temporary endeavor undertaken to create a unique product, service or result” (PMI, BoK 2009 p.442)
"A unique, transient endeavor undertaken to achieve a desired outcome" (APM BoK 2006 p.150)
What is Project Management?

“The application of knowledge, skills, tools and techniques to project activities to meet project requirements” (PMI, 2009 p.443)

“The process by which projects are defined, planned, monitored, controlled and delivered so that agreed benefits are realised” (APM BoK 2006 p.151)
Project Management

- Transient
- Linear
- Time
- NPV
- Short-term
- Fact-Based
- Top-Down
- IRR
- Narrow
- Scope
- Cost
- Temporary

Scope
Project Management is Important

Projects and Project Management are a crucial activity of organisations....

Projects are the 'business' of doing 'business'....

Projects are how organisations deliver products, services and change...

Projects are about change...
“Development that meets the needs of the present without compromising the ability of future generations to meet their own needs” (Brundtland, 1987).
“Adopting business strategies and activities that meet the needs of the enterprise and its stakeholders today while protecting, sustaining and enhancing the human and natural resources that will be needed in the future” (International Institute for Sustainable Development)
Sustainability

Environment

Precautionary

Complex

Systemic TBL Development

Generational

Future Life-cycle

Society Life-Cycle

Long-term

Bottom-up People

Planet
Sustainability is important

The choices we make today affect the future...

Maintaining ecosystem services without which we cannot survive

Creating a more equitable and just society

Sustaining human development
Project Management and Sustainable Development
Project Management vs Sustainability

Project Management
- Short term oriented
- Sponsors – narrow stakeholders
- Deliverable/result orientated
- Scope, Time, Budget
- Reduced Complexity
- Top Down Decision Making
- Fact Based
- Linear & Mathematical Analysis
- NPV – IRR

Sustainable Development
- Long term oriented
- Current and future generations
- Life-cycle oriented
- People, Planet, Profit
- Increasing Complexity
- Consensus/Bottom up
- Precautionary
- Systemic Approach - Ecosystem
- Triple bottom line

Adapted from Silvius & Schipper (2011)
Unsustainable Projects?

- "We've Been bppeed on!"
- Image of a dam
- Image of residential houses
- Image of a network with a globe
- "LESS IS MORE"
- "More Efficient, Convenient, Environmental, Admireable"
Views from the Field...

“PM’s need to consider environmental and social constraints as part of the planning process and identify risks, challenges and opportunities to the company before the project is launched.”

Gregory Balestrero - Ex President and CEO of the Project Management Institute (PMI)

“The further development of the project management profession requires project managers to take responsibility for for sustainability.”

Mary McKinlay - Adjunct Professor of Project Management ESC Lille

“Delivery of sustainable communities will depend on embedding principles and understanding... ...in the approach to project management and amongst project management professionals.”

Academy for Sustainable Communities - Mind the Skills Gap
"Project Managers are ideally placed to make contributions to sustainability practices" (APM, 2006; Taylor, 2010)
Sustainability in Project Management

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Current Research

Integration of Sustainability principles within project management

Evolution of the profession

Academic
- Labuschagne & Brent
- Silvius
- Schipper
- Gareis
- Hope

Industry
- Maltzman and Shirley
- APM
- Tom Taylor
- PMI
People

Bearable

Equitable

Sustainable

Viable

Planet

Profit

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Sustainable Project Management

A new paradigm?

Sustainable Project

"An endeavor undertaken to achieve desired travel to outcomes whilst protecting, sustaining, and enhancing the human and natural resources required for future generations to meet their needs."

A Research Agenda
Sustainable Project

“An endeavor undertaken to achieve a desired transient outcome whilst protecting, sustaining and enhancing the human and natural resources required for future generations to meet their needs”
and enhancing the human and natural resources required for future generations to meet their needs”

A Research Agenda
Re-imaging the Iron Triangle

Scope

Time

Cost

Sustainability
Introducing 'Legacy' within the Project Life cycle
Programme & Portfolio Management - Planning for sustainability
Community-based Project Management: Where is the Community?