



Making **Sense** of Sustainable Project Management

GilbertSilvius - March 2022



Making **Sense** of Sustainable Project Management

It's all about people!

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GilbertSilvius

Authentic thinker, Experienced lecturer, Innovative author



*Educator, Researcher,
Consultant, Trainer*

Experience

- >15 years Training, Education and Research
- >20 years Projects and Project Management
- >25 years Management and Consultancy

Education

- PhD (Utrecht University)
- MBA (Catholic University Leuven)
- MSc Economics (Erasmus University)
- Royal Military Academy

Specializations

- Project Management
- Information Management

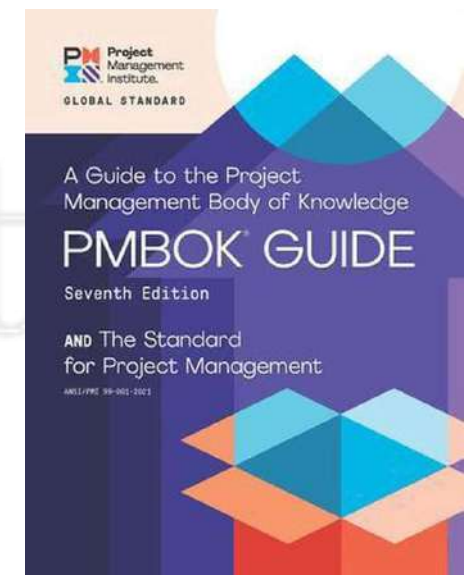
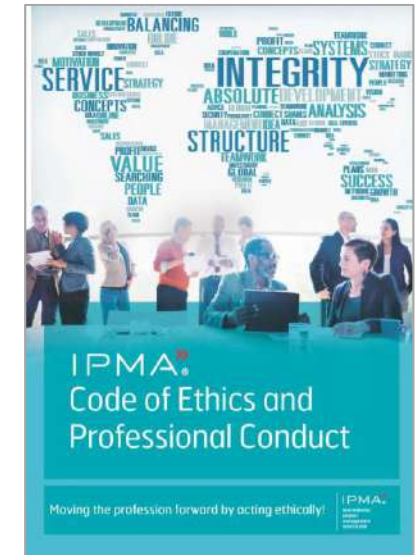
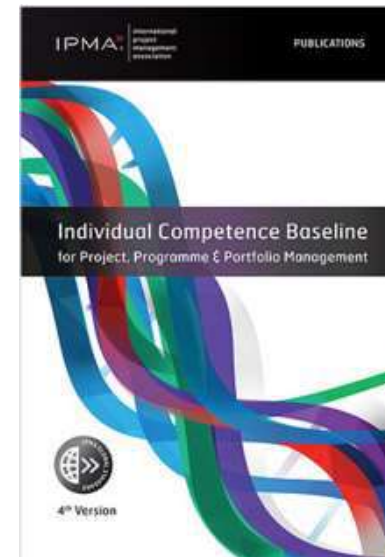




sustainability

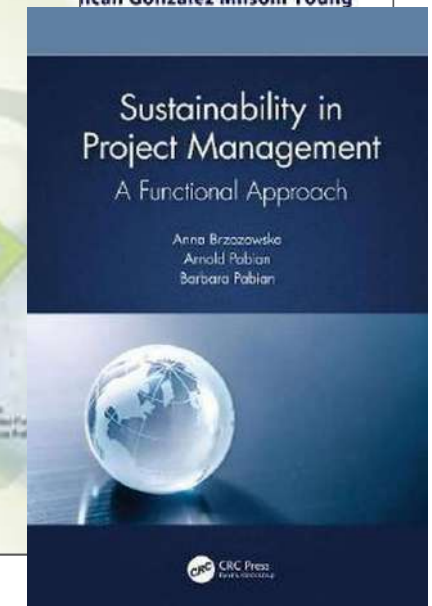
An emerging topic

- In project management standards



An emerging topic

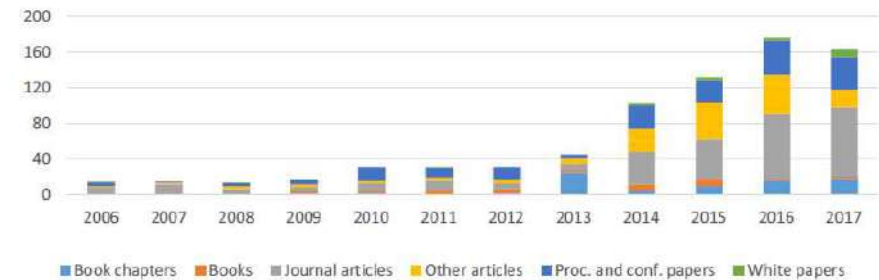
- In project management standards
- In project management books



An emerging topic

- In project management standards
- In project management books
- In project management research

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25 years of ‘sustainable projects’. What we know and what the literature says

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Abstract

Last few years have seen a huge increase of publications at the intersection of project management and sustainability. Nevertheless, this field has become increasingly fragmented undermining a steady and consistent development. Aiming at balancing tensions between authors' attempts

An emerging topic

- In project management standards
- In project management books
- In project management research
- In project management practice



Sustainable Project Management

Sustainable Project Management is the planning, monitoring and controlling of project delivery and support processes, with consideration of the environmental, economical and social aspects of the life-cycle of the project's resources, processes, deliverables and effects, aimed at realizing benefits for stakeholders, and performed in a transparent, fair and ethical way that includes proactive stakeholder participation.

Sustainable Project Management

Sustainable Project Management is

the planning, monitoring and controlling of project delivery and support processes,

with consideration of the environmental, economical and social aspects

of the life-cycle of the project's resources, processes, deliverables and effects,

aimed at realizing benefits for stakeholders,

and performed in a transparent, fair and ethical way

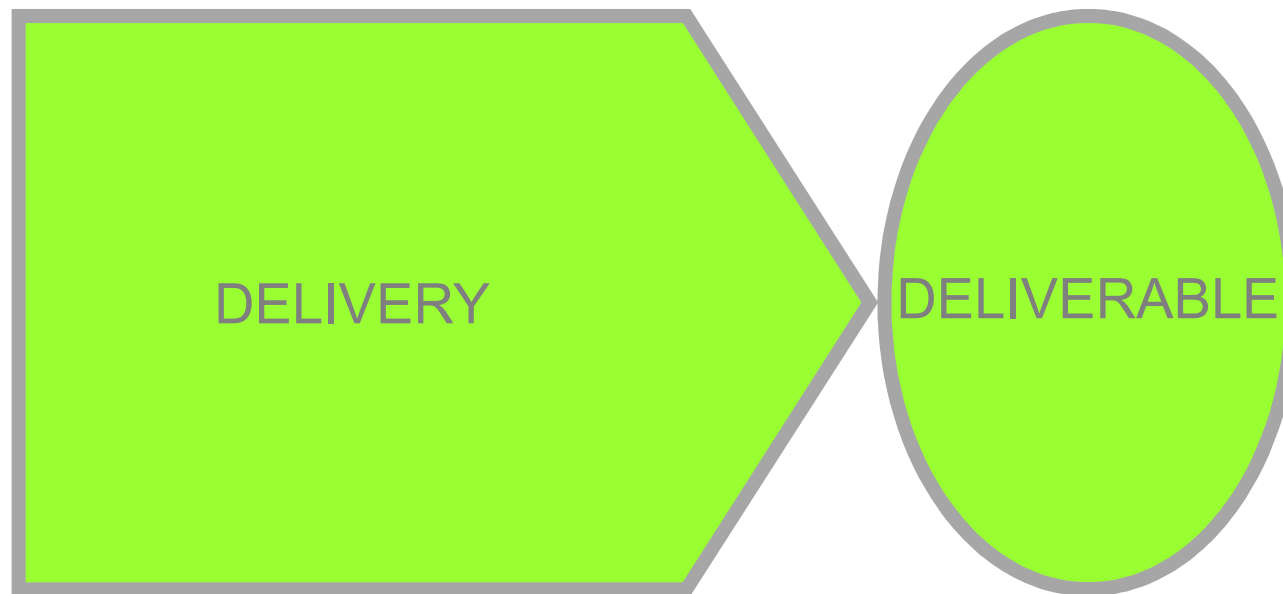
that includes proactive stakeholder participation.

Sustainability *by* the project



Management of *sustainable* projects

Sustainability of the project



Sustainable management of *all* projects

Sustainable Project Management

Sustainable Project Management is

the planning, monitoring and controlling of project delivery and support processes,

with consideration of the environmental, economical and social aspects

Triple
Bottom Line

of the life-cycle of the project's resources, processes, deliverables and effects,

Life-cycle
orientation

aimed at realizing benefits for stakeholders,

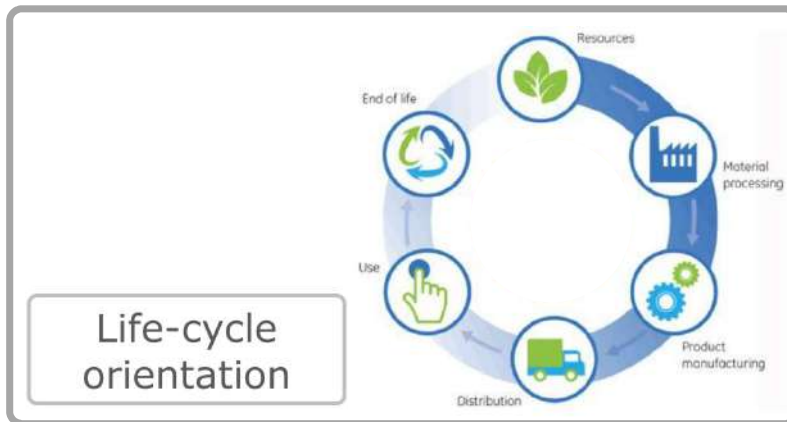
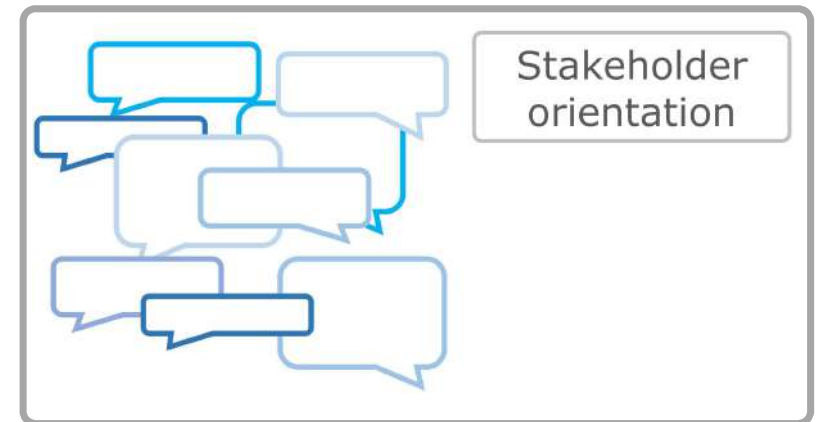
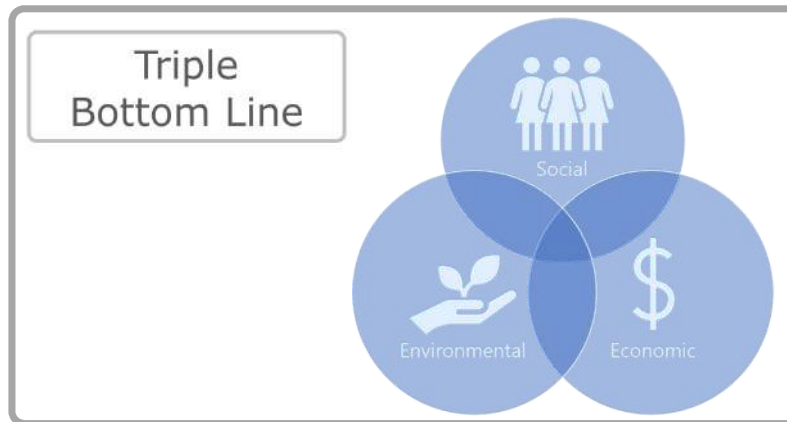
and performed in a transparent, fair and ethical way

Responsibility
Accountability
Transparency

Stakeholder
orientation

that includes proactive stakeholder participation.

Some guiding concepts





Engaging with a broad group of stakeholders



Selection of recyclable materials

Design for Re-use

13:30

VK.tv



Consider economic,
environmental and social impacts





A holistic business case





Considering diversity and inclusion of the team



PROCUREMENT

Rethinking procurement



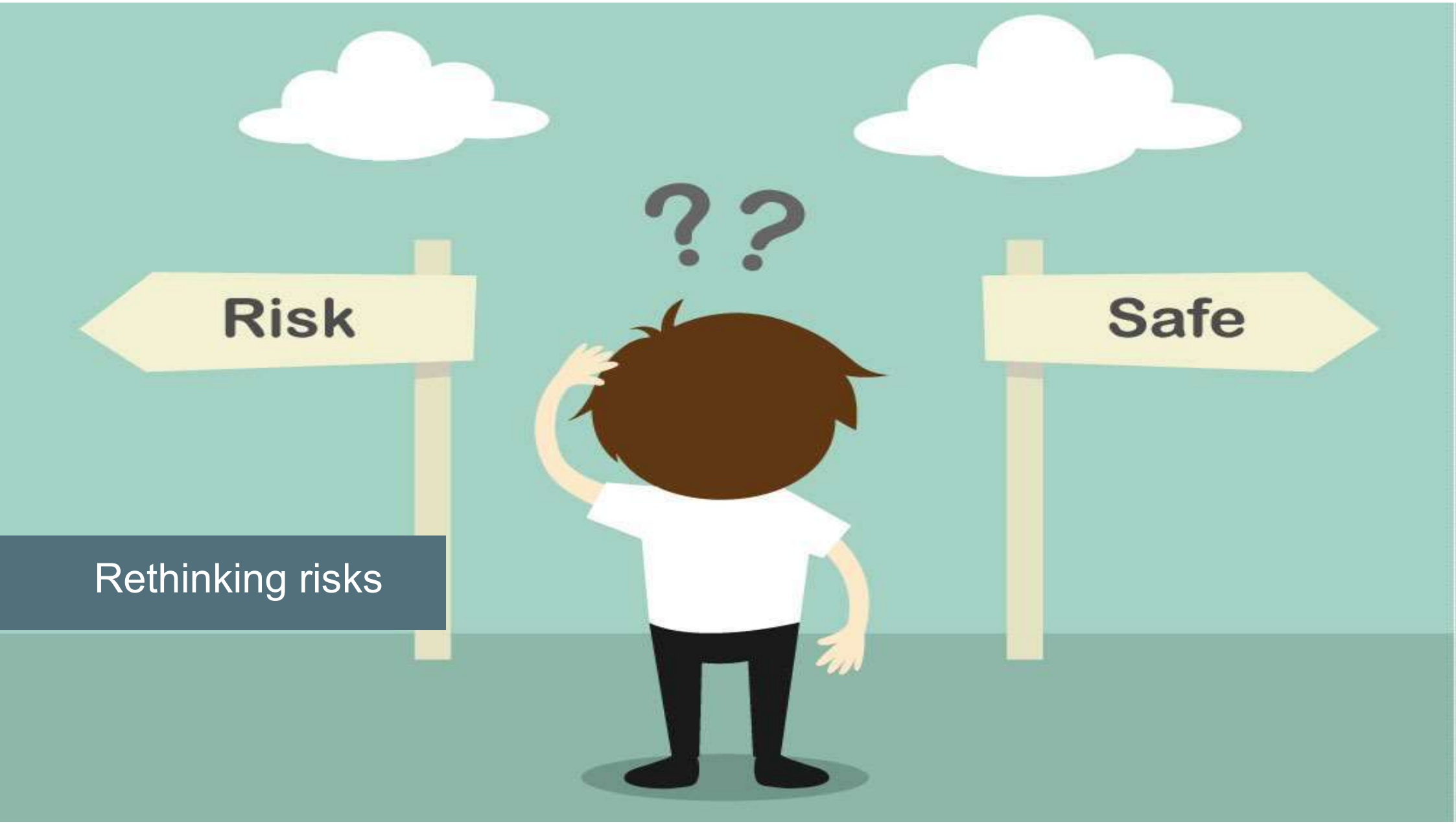
Rethinking transport

Rethinking packaging





Preventing waste



Rethinking risks

Rethinking communication





Optimizing on-site / off-site construction

Wednesday

1

2

10

9

18

8

17

25

Flexible
Schedule

16

15

24

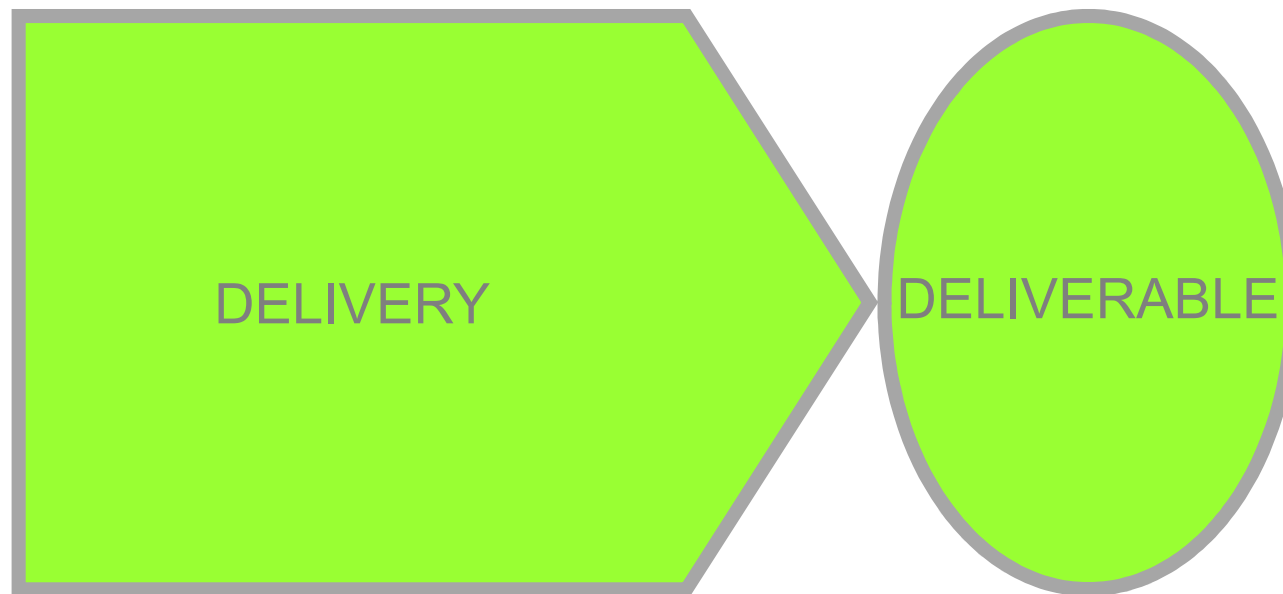
23

22

30

Flexible planning & scheduling

Sustainable Project Management

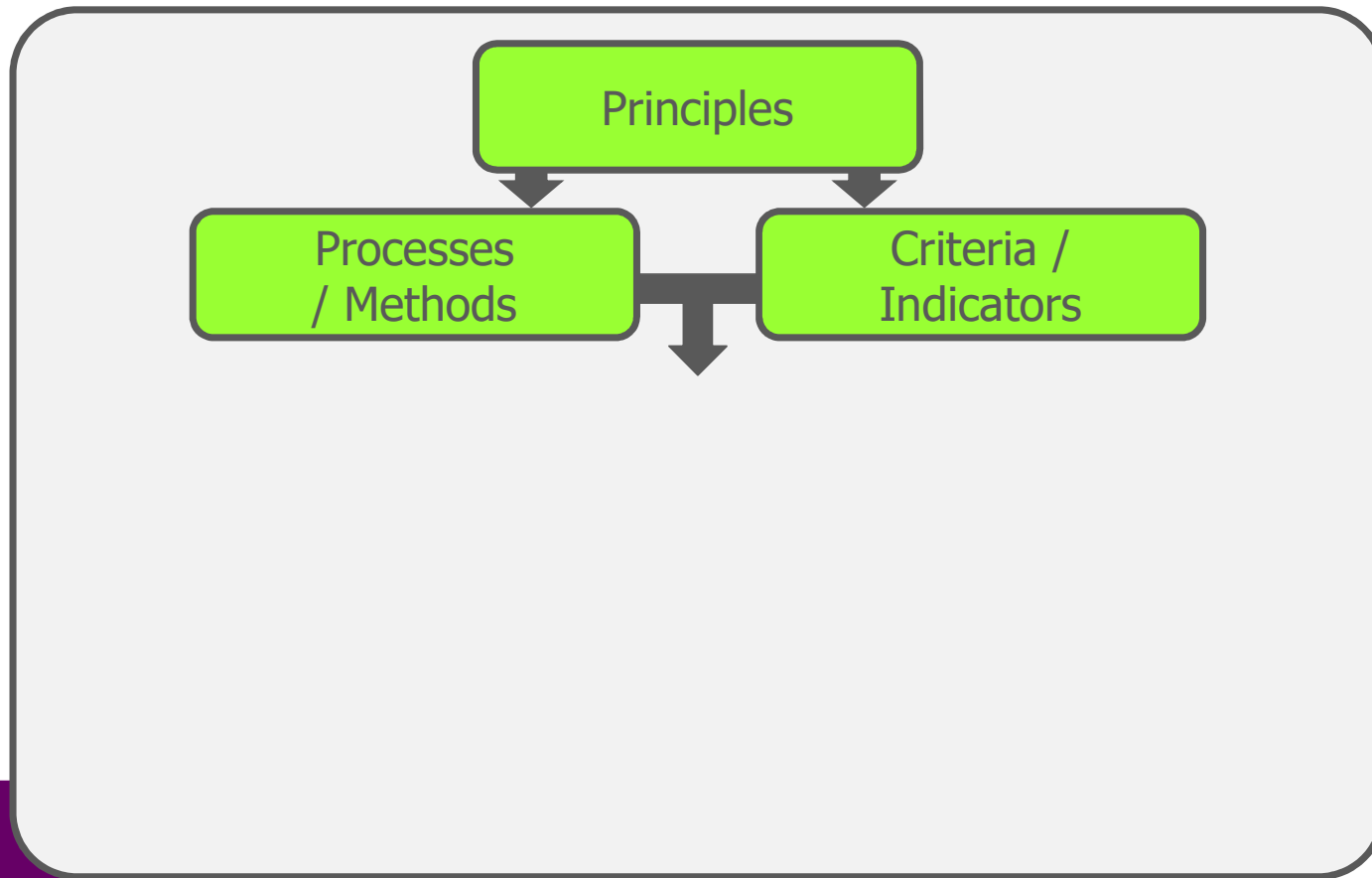


Sustainable management of *all* projects

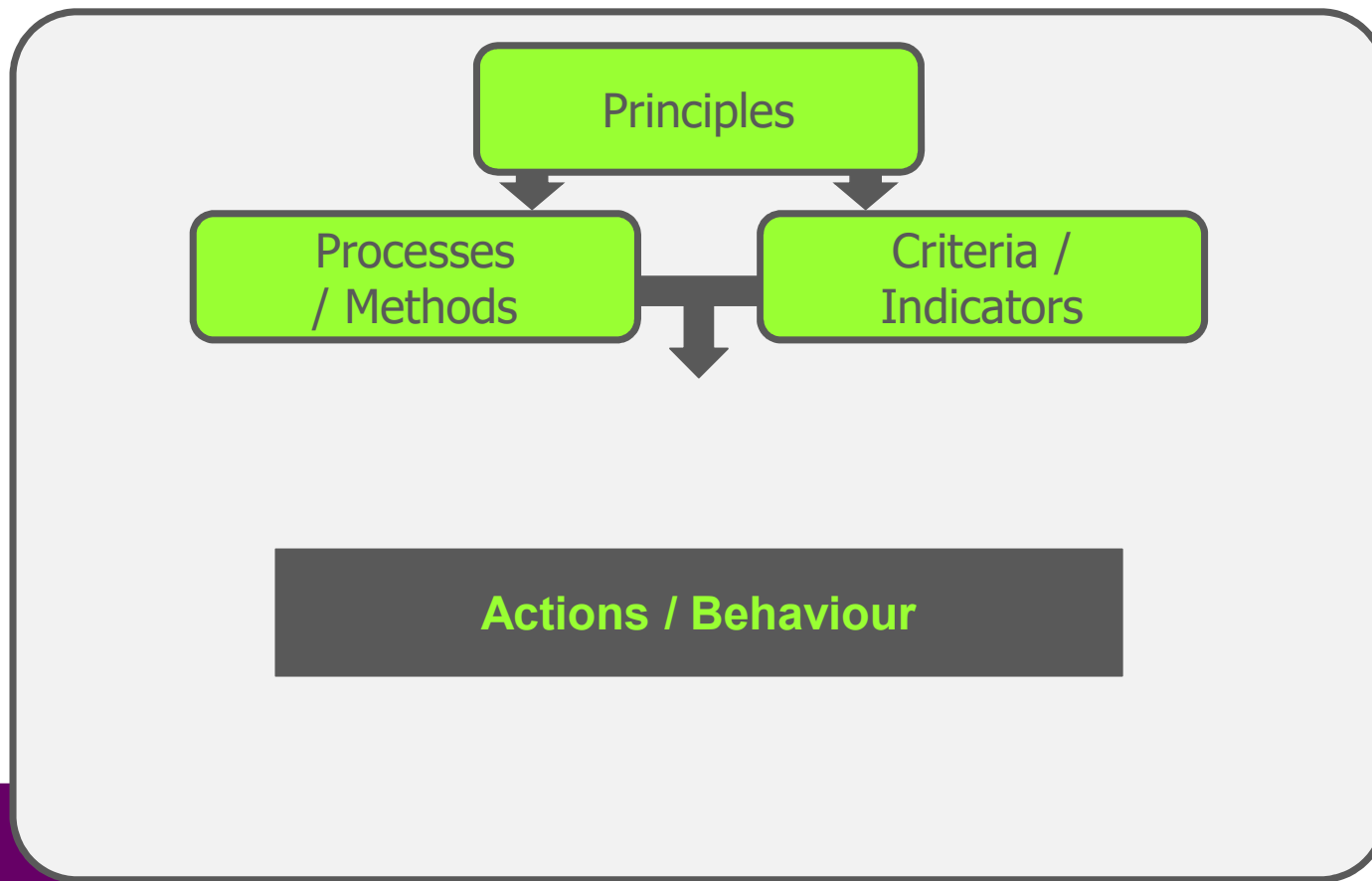
Its all about people



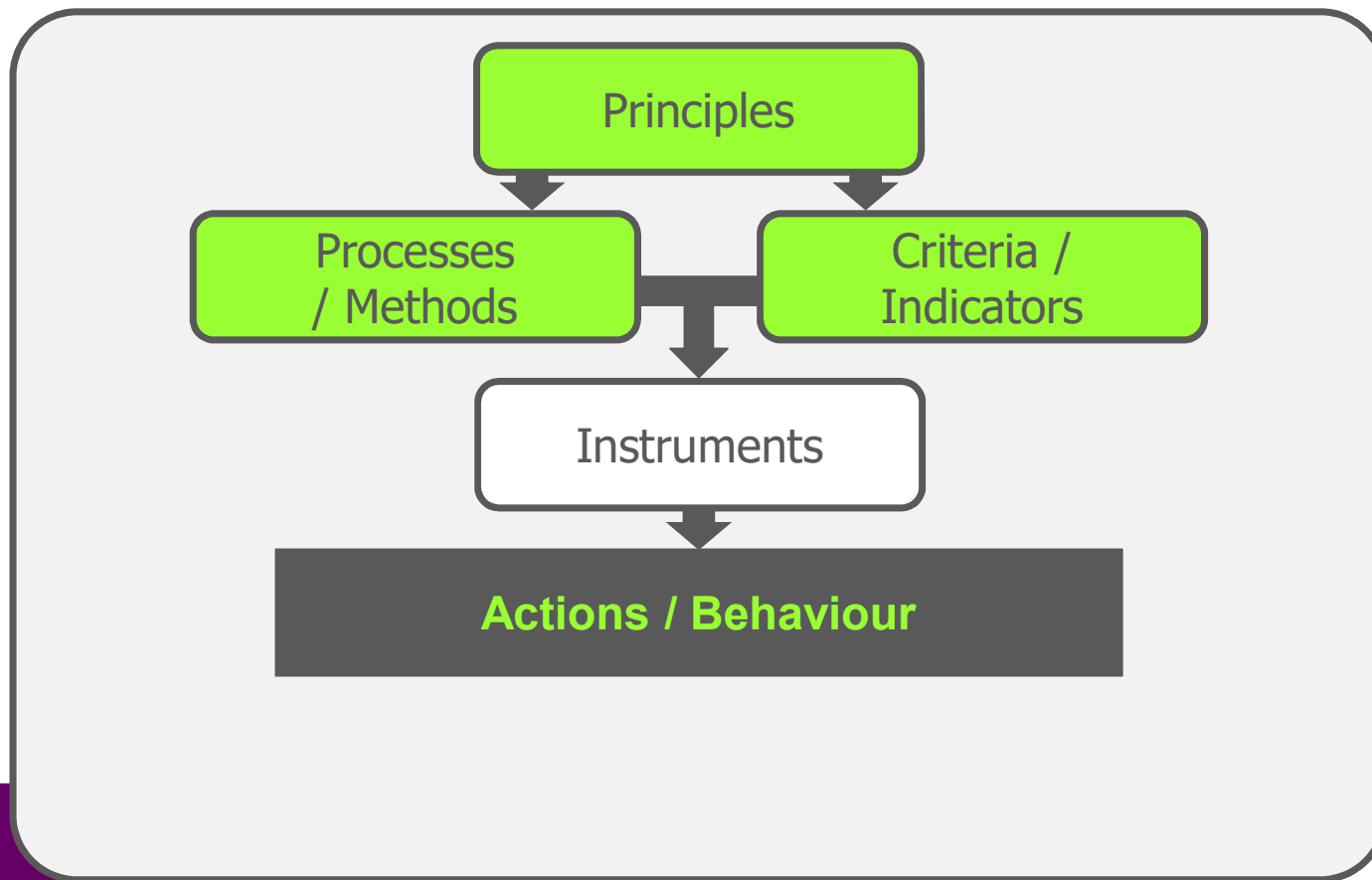
Making sense of Sustainable Project Management



Making sense of Sustainable Project Management



Making sense of Sustainable Project Management



Sustainability Impact Assessment on the project level; A review of available instruments

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University of Johannesburg, South Africa

Ron Schipper

Independent researcher, Netherlands.

Abstract: Concerns about sustainability drive organizations to assume responsibility for societal impacts. Reducing negative impacts requires organizational change, in which projects play an instrumental role. Considering sustainability in project management is an important project management trend today, and requires instruments to assess the sustainability of a project. Several instruments have been published for this, with most of them having limited impact. This study reports a review of three selected sustainability impact assessment instruments. It was found that all three instruments assessed the sustainability impact of a project on multiple levels and based on a holistic set of criteria. The instruments, however, differed in the specificity of their assessment and their adaptability to the project's context. The instruments were found to be light on their description of the assessment process. The contribution the study makes is that it provides insight into practically applicable instruments for the consideration of sustainability in project management.

Keywords: Project Management; Sustainability; Sustainability Impact Assessment

INTEGRATIVE APPROACH

KEYWORDS ■ Project management maturity ■ Sustainability ■ Green Project Management ■ Sustainable Project Management

DEVELOPING A MATURITY MODEL FOR ASSESSING SUSTAINABLE PROJECT MANAGEMENT

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■ **ABSTRACT**

Sustainability is one of the most important challenges of our time. Companies are integrating ideas of sustainability in their marketing, corporate communication, annual reports and in their actions. Projects play a pivotal role in the realization of more sustainable business practices, and a growing number of studies link the concept of sustainability to project management. However, sustainability is understood by instinct, but difficult to express in concrete, operational terms. The evolving concept of sustainable project management is also hard to operationalize. A condition for this operationalization is the availability of an instrument that can be used for the assessment and development of

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Assessing Sustainability of Railway Modernization Projects: A Case Study from Romania
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^a Technical University of Cluj-Napoca, Romania
^b IIR University of Applied Sciences, Ludwigsburg, Germany

Abstract
 Projects are expected 'incubators of change' in realising a more sustainable society. Sustainability in project management aims to integrate the concepts of sustainability into project management. In order to facilitate the consideration of sustainability aspects of projects, the ISPM model provides a 'template' on how the different variables of sustainability are considered in the management of a specific project. This paper reports a case study that assesses the sustainability of the project 'Modernization of R2015+ Cluj-Napoca Railway Network'. The assessment showed that the project is primarily economically driven, but that environmental aspects are also progressively considered. The project focuses less on the social aspects. The assessment also showed that the sustainability aspects of the project are mostly considered in relation to the project's economic aims. Attention is given to the sustainability of the project, regarding the level of consideration of sustainability. The participants in the study find it difficult to assess the sustainability of the project. The assessment also showed that the assessment of the project with the ISPM model provided a better analysis of the sustainability of the project than limited to a context, such as the further development of the project.

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Keywords: Project management, Sustainability, Sustainable development, Railway projects.

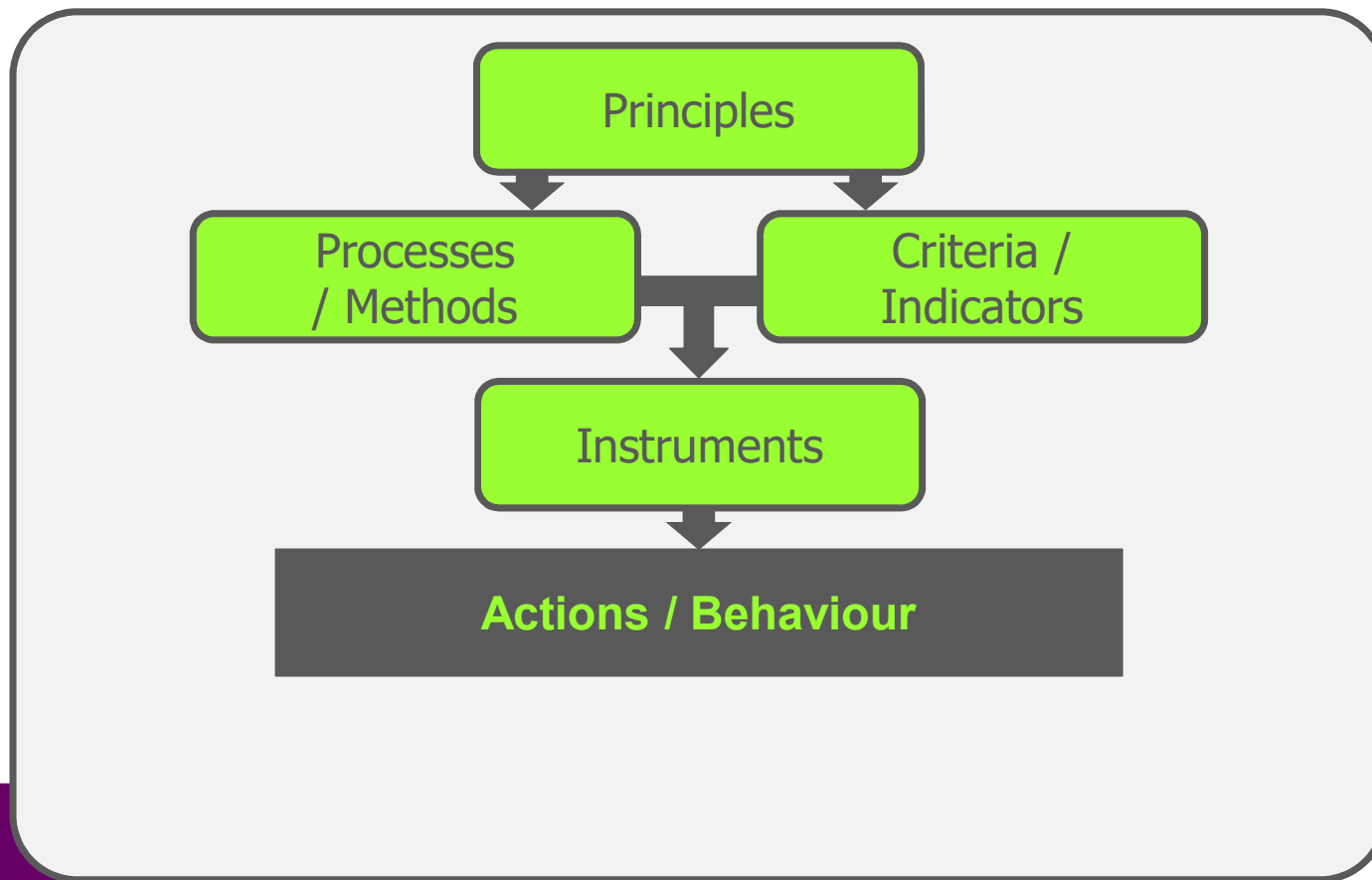
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| Sustainability indicators | | Integration of sustainability in the project process <i>'do no harm'</i> → <i>'positive contribution'</i> | | | | Integration of sustainability in the project product <i>'do no harm'</i> → <i>'positive contribution'</i> | | | |
|-------------------------------------|---|--|---|--|--|--|--|--|--|
| | | Level 1 Compliant | Level 2 Reactive | Level 3 Proactive | Level 4 Purpose | Level 1 Compliant | Level 2 Reactive | Level 3 Proactive | Level 4 Purpose |
| | | Economic sustainability | Return on Investment Business agility Competitive potential (Business) Continuity Motivation and incentives Risk reduction | ██████████ ██████████ ██████████ ██████████ ██████████ ██████████ | ██████████ ██████████ ██████████ ██████████ ██████████ ██████████ | ██████████ ██████████ ██████████ ██████████ ██████████ ██████████ | ██████████ ██████████ ██████████ ██████████ ██████████ ██████████ | ██████████ ██████████ ██████████ ██████████ ██████████ ██████████ | ██████████ ██████████ ██████████ ██████████ ██████████ ██████████ |
| Environmental sustainability | Transport Energy Water Eco system Waste and Packaging Materials and resources Emissions Spatial planning Nuisance | ██████████ ██████████ ██████████ ██████████ ██████████ ██████████ ██████████ ██████████ ██████████ | ██████████ ██████████ ██████████ ██████████ ██████████ ██████████ ██████████ ██████████ ██████████ | ██████████ ██████████ ██████████ ██████████ ██████████ ██████████ ██████████ ██████████ ██████████ | ██████████ ██████████ ██████████ ██████████ ██████████ ██████████ ██████████ ██████████ ██████████ | ██████████ ██████████ ██████████ ██████████ ██████████ ██████████ ██████████ ██████████ ██████████ | ██████████ ██████████ ██████████ ██████████ ██████████ ██████████ ██████████ ██████████ ██████████ | ██████████ ██████████ ██████████ ██████████ ██████████ ██████████ ██████████ ██████████ ██████████ | ██████████ ██████████ ██████████ ██████████ ██████████ ██████████ ██████████ ██████████ ██████████ |
| Social sustainability | Labor practices and decent work Human rights Ethical behaviour Soc, cust and prod responsibility Participation Human capital development Corporate governance | ██████████ ██████████ ██████████ ██████████ ██████████ ██████████ ██████████ | ██████████ ██████████ ██████████ ██████████ ██████████ ██████████ ██████████ | ██████████ ██████████ ██████████ ██████████ ██████████ ██████████ ██████████ | ██████████ ██████████ ██████████ ██████████ ██████████ ██████████ ██████████ | ██████████ ██████████ ██████████ ██████████ ██████████ ██████████ ██████████ | ██████████ ██████████ ██████████ ██████████ ██████████ ██████████ ██████████ | ██████████ ██████████ ██████████ ██████████ ██████████ ██████████ ██████████ | ██████████ ██████████ ██████████ ██████████ ██████████ ██████████ ██████████ |

Legenda ██████████ Integration of this aspect is indicated as actual situation
 ██████████ Integration of this aspect is indicated as desired situation
 ██████████ Integration of this aspect is not indicated

Making sense of Sustainable Project Management



The role of the Project Manager?

*“Project and Programme Managers are **significantly placed** to make contributions to Sustainable Management practices”*

(Association for Project Management, 2006: 7)

The Project Manager plays a **“pivotal role”** in the sustainability of the project

(Maltzman and Shirley, 2013)

*“Today's project manager fulfils not only traditional roles of project management but also **must manage** the project in the most efficient and effective manner with respect to **sustainability.**”*

(Hwang and Ng, 2013:273)



The role of the Project Manager?

However, having **the opportunity to act** may **not** be **enough**

(Silvius and De Graaf, 2019)

Many other factors or circumstances influence the actual behavior of the project manager with regards to addressing sustainability

It is this research gap that the research project recognized and aimed to contribute to.



What is keeping Project Managers from addressing sustainability in the project board?

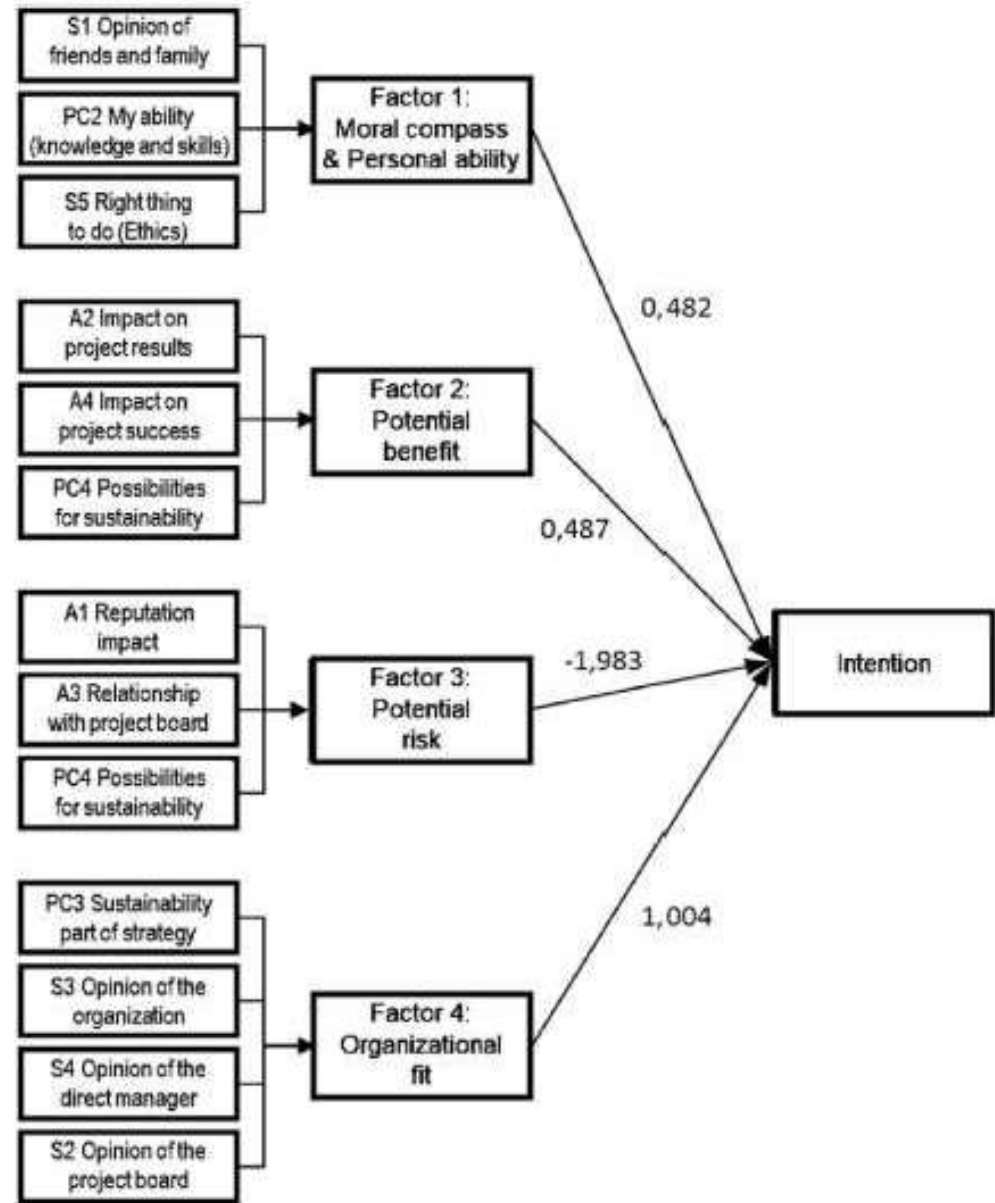


Fig. 4. Model of factors influencing the project managers' intention.

Research project

Explore the factors that stimulate **project managers** to consider **sustainability**

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Factors That Stimulate Project Managers to Consider Sustainability;
Exploring the Stimulus Patterns of Canadian Project Managers

Candy Poon¹ & Gilbert Silvius^{2,3}

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Article

Exploring Characteristics of Sustainability Stimulus Patterns of Project Managers

José Magano^{1,2,*}, Gilbert Silvius^{3,4}, Cláudia Sousa Silva⁵ and Ângela Leite⁶

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Exploring variety in factors that stimulate project managers to address sustainability issues

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Q methodology

ABSTRACT

As it is increasingly being recognized that projects play a key role in creating a more sustainable society, the integration of the concepts of sustainability into project management should be considered as one of the most important global project management trends today. This integration refers both to the sustainability of the project's deliverable and to the sustainable management of projects. In this last perspective, sustainable project management, the project manager has a central and influential position. However, many factors or circumstances influence the behavior of the project manager with regards to addressing sustainability in his or her project?

The study reported in this paper explored the variety factors that stimulate the project manager to address sustainability issues in the project he or she is managing. Based on the factors provided by the Theory of Planned Behavior (TPB), the study used Q methodology to explore different subjective patterns of stimulus project man-

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Article

Exploring Patterns of Sustainability Stimuli of Project Managers

Carl Marnewick^{1,*}, Gilbert Silvius^{1,2} and Ron Schipper³

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Three phases

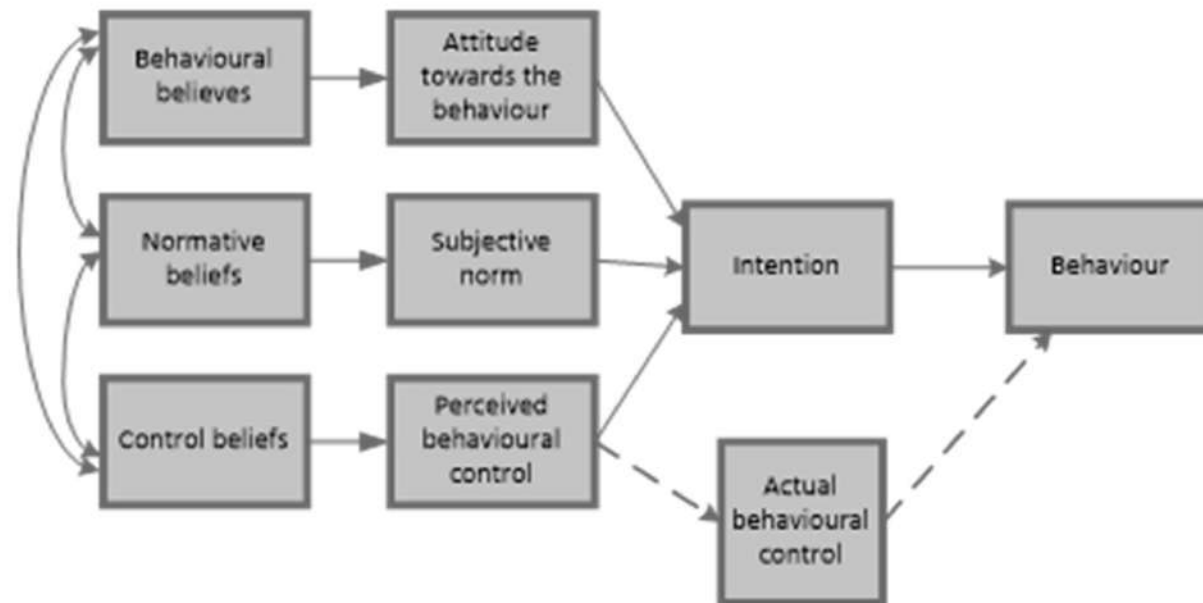
*Explore the factors that stimulate **project managers** to consider **sustainability***

- Exploration
- Confirmation
- Interpretation

Exploration phase

Explore the factors that stimulate **project managers** to consider **sustainability**

Theoretical foundation: Theory of Planned Behavior



Exploration phase

What *patterns of factors* stimulate project managers to address the sustainability issues of their projects?

Q-methodology

'Umbrella' question:
"I am stimulated to address sustainability issues in my project if/because: ..."

46 statements (Q-set)



What patterns of factors stimulate project managers to address the sustainability issues of their projects?

| | Pattern 1: Pragmatic | | Pattern 2: Intrinsically motivated | | Pattern 3: Task driven | |
|--------------------------|------------------------|--------------|------------------------------------|--------------|--------------------------|--------------|
| | Category | % statements | Category | % statements | Category | % statements |
| Top-ranked statements | Behavioral beliefs | 20% | Behavioral beliefs | 60% | Behavioral beliefs | 20% |
| | Normative beliefs | 27% | Normative beliefs | 7% | Normative beliefs | 40% |
| | Control beliefs | 53% | Control beliefs | 33% | Control beliefs | 40% |
| Bottom-ranked statements | Behavioral beliefs | 13% | Behavioral beliefs | 7% | Behavioral beliefs | 20% |
| | Normative beliefs | 47% | Normative beliefs | 40% | Normative beliefs | 47% |
| | Control beliefs | 40% | Control beliefs | 53% | Control beliefs | 33% |

What patterns of factors stimulate project managers to address the sustainability issues of their projects?

Intrinsically motivated

- 21 participants

| Statement | Value | Rank | Category |
|--|-------|------|------------|
| <i>High-ranked statements</i> | | | |
| 23. I find it important that future generations can live a normal life | 2.57 | 1 | Behavioral |
| 1. I find it important that we treat the earth well | 2.43 | 2 | Behavioral |
| 13. It has a stimulating effect on others, causing them to start addressing them too | 1.32 | 4 | Behavioral |
| 32. I think it is something that you should do | 0.99 | 8 | Behavioral |
| 9. I can see the results of my work | 0.95 | 9 | Control |
| <i>Low-ranked statements</i> | | | |
| 27. I can score with it | -1.15 | 40 | Control |
| 14. It is part of the goals and/or contract | -1.19 | 41 | Control |
| 12. IPMA and PMI name it in their code of conduct | -1.35 | 42 | Normative |
| 42. It is part of the project plan | -1.66 | 45 | Control |
| 8. I am rewarded for it | -2.10 | 46 | Control |

What patterns of factors stimulate project managers to address the sustainability issues of their projects?

Intrinsically motivated

- 21 participants
- Behavioral beliefs are dominating the top-ranked statements
- Are stimulated to address sustainability because they care about nature, the planet and the future and because they feel that caring for sustainability is something they should do
- The characteristics of the project, or the opinion of others, do not play a large role
- Will do what they consider the 'right thing'

What patterns of factors stimulate project managers to address the sustainability issues of their projects?

Task driven

- 11 participants

| Statement | Value | Rank | Category |
|--|-------|------|------------|
| <i>High-ranked statements</i> | | | |
| 41. Key people find it important (project board/executive board/ management) | 2.12 | 1 | Normative |
| 14. It is part of the goals and/or contract | 2.06 | 2 | Control |
| 5. Customers ask about it and/or find it interesting | 1.83 | 3 | Normative |
| 37. There is an impulse from the company to address it | 1.64 | 4 | Normative |
| 29. It suits the culture of the company | 0.84 | 8 | Normative |
| <i>Low-ranked statements</i> | | | |
| 45. There was a good initiative from which I could find support | -0.37 | 29 | Control |
| 10. Colleagues share knowledge about sustainability issues | -0.54 | 33 | Control |
| 22. There are tools to my disposal | -0.63 | 34 | Control |
| 35. I would be continuously stimulated to work with it | -0.76 | 36 | Control |
| 18. I am able to clearly explain what is meant by sustainability issues | -1.01 | 40 | Behavioral |

What patterns of factors stimulate project managers to address the sustainability issues of their projects?

Task driven

- 11 participants
- Will consider sustainability when it is part of the project's requirements or objectives, when the client asks for it or when they are rewarded for it
- In the top-ranked statements, the normative and control beliefs are represented strongest
- Behavioral beliefs are underrepresented
- This group can be stimulated to by external pressure or rewards.

What patterns of factors stimulate project managers to address the sustainability issues of their projects?

Pragmatic

- 13 participants

| Statement | Value | Rank | Category |
|--|-------|------|-----------|
| <i>High-ranked statements</i> | | | |
| 9. I can see the results of my work | 1.78 | 1 | Control |
| 34. My project team is interested in it and/or likes it | 1.61 | 2 | Normative |
| 30. I can give it shape and/or have my own ideas about it | 1.42 | 3 | Control |
| 3. My team has the knowledge, skills, or abilities to do something with it | 0.90 | 8 | Control |
| 5. Customers ask about it and/or find it interesting | 0.89 | 9 | Normative |
| <i>Low-ranked statements</i> | | | |
| 42. It is part of the project plan | -0.90 | 39 | Control |
| 41. Key people find it important (project board/executive board/ management) | -0.94 | 40 | Normative |
| 27. I can score with it | -1.70 | 43 | Control |
| 2. It has a good image | -2.13 | 44 | Normative |
| 25. It is part of the certification as a project manager | -2.26 | 46 | Normative |

What patterns of factors stimulate project managers to address the sustainability issues of their projects?

Pragmatic

- 13 participants
- Take a pragmatic approach to the consideration of sustainability in project management
- Not strongly self-motivated for sustainability
- But will consider it when they see a good application
- In the top-ranked statements in this pattern, the control beliefs statements are overrepresented
- Stimulated by practical knowledge, tools and results.



Exploration phase


Conclusion

The project manager has a central position in the project and that provides the opportunity to influence many aspects of the project

However, stimulus differ:

Three distinct patterns that stimulate the consideration of sustainability

The findings of the study help organizations, that aim to adapt their management of projects to their sustainability strategy, to fine-tune their implementation programs



Three phases

*Explore the factors that stimulate **project managers** to consider **sustainability***

- Exploration *3 distinct stimulus patterns revealed*
- Confirmation
- Interpretation

Confirmation phase

*What drivers do project managers in **Canada** perceive for considering sustainability in their projects?*

Q-methodology

'Umbrella' question:
"I am stimulated to address sustainability in my project if/because: ..."

47 statements (Q-set)
45 participants



Confirmation phase

| | | Confirmation phase study | Exploration phase study | Confirmation phase study | Exploration phase study | Confirmation phase study | Exploration phase study |
|--------------------------|--------------------|--------------------------|-------------------------|--------------------------|-------------------------|--------------------------|-------------------------|
| | | Intrinsically motivated | Intrinsically motivated | Pragmatic | Pragmatic | Normative driven | Task driven |
| Category | | % statements | % statements | % statements | % statements | % statements | % statements |
| Top-ranked statements | Behavioral beliefs | 87% | 60% | 20% | 20% | 40% | 20% |
| | Normative beliefs | 7% | 7% | 33% | 27% | 47% | 40% |
| | Control beliefs | 7% | 33% | 47% | 53% | 13% | 40% |
| Bottom-ranked statements | Behavioral beliefs | 7% | 20% | 27% | 27% | 33% | 33% |
| | Normative beliefs | 60% | 33% | 53% | 40% | 27% | 40% |
| | Control beliefs | 33% | 47% | 20% | 33% | 40% | 27% |

Confirmation phase

| | | Confirmation phase study | Exploration phase study | Confirmation phase study | Exploration phase study | Confirmation phase study | Exploration phase study |
|--------------------------|--------------------|--------------------------|-------------------------|--------------------------|-------------------------|---------------------------|-------------------------|
| | | Intrinsically motivated | Intrinsically motivated | Pragmatic | Pragmatic | Normative driven | Task driven |
| Category | | | | | | | |
| Top-ranked statements | Behavioral beliefs | CONFIRMED | | CONFIRMED | | PARTIAL SIMILARITY | |
| | Normative beliefs | | | | | | |
| | Control beliefs | | | | | | |
| Bottom-ranked statements | Behavioral beliefs | CONFIRMED | | CONFIRMED | | PARTIAL SIMILARITY | |
| | Normative beliefs | | | | | | |
| | Control beliefs | | | | | | |
| | | 33% | 47% | 20% | 33% | 40% | 27% |

Three phases

*Explore the factors that stimulate **project managers** to consider **sustainability***

- Exploration *3 distinct stimulus patterns revealed*
- Confirmation *Patterns largely confirmed*
- Interpretation

Interpretation phase

*What is the dominating stimulus pattern that project managers exhibit?
How can the different groups of project managers be characterized?*

2 Quantitative survey-based studies

- (1) 101 participants, Netherlands / South Africa based
- (2) 433 participants, Portugal based



Interpretation phase

What is the dominating stimulus pattern that project managers exhibit?

Based on the distinguishing statements of all three patterns, we developed a test (66 pairwise comparison questions) in order to determine the 'fit' of all individual respondent with the three patterns.

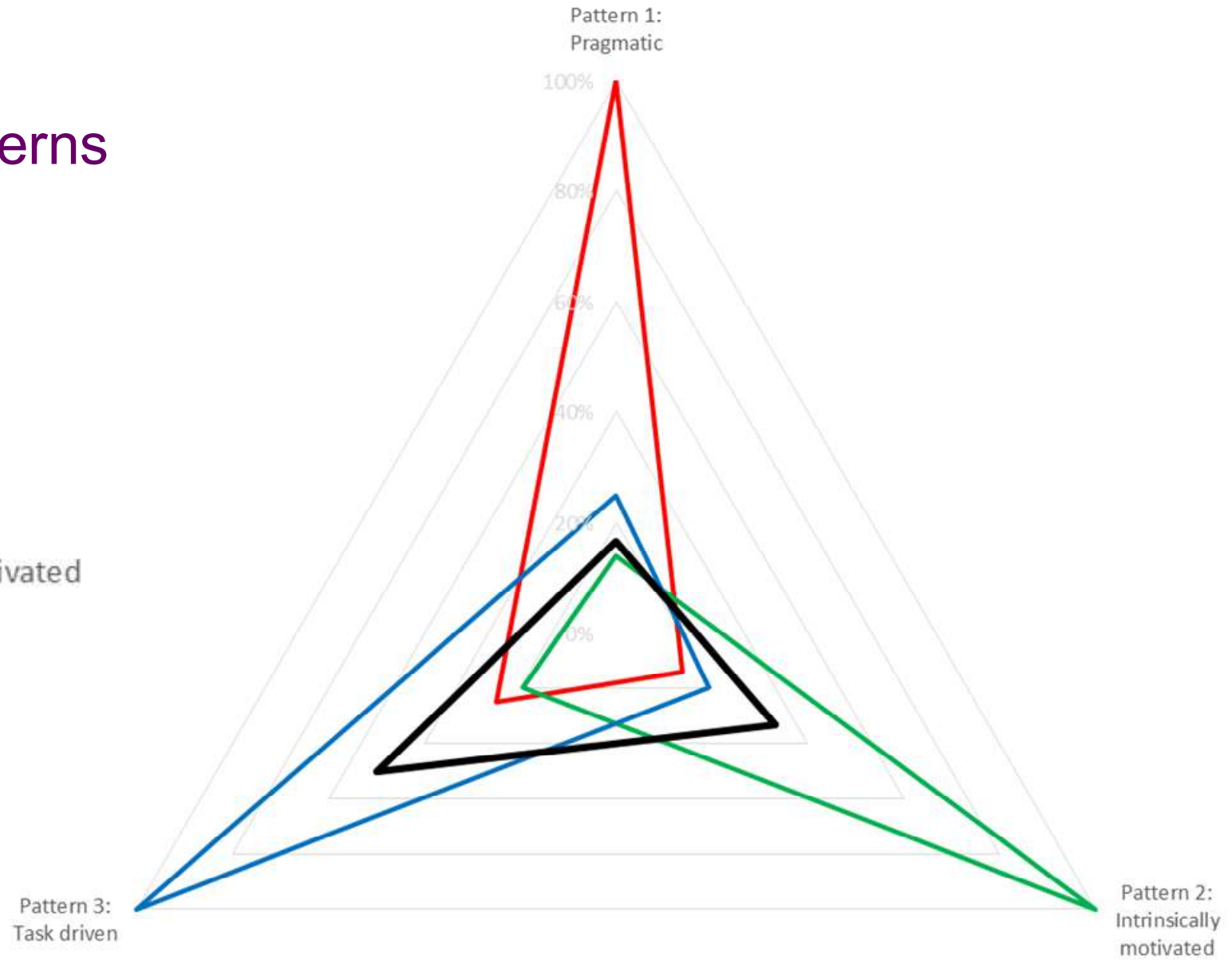
We then 'tagged' the respondents in the 'best fitting' pattern in order to study these different groups of project managers in more detail.

The test

| Pair | Winner |
|--|--------------------------|
| 1 1 <i>I find it important that we treat the earth well</i> 2 <i>My team has the knowledge, skills, or abilities to do something with it</i> | <input type="checkbox"/> |
| 2 1 <i>I find it important that we treat the earth well</i> 3 <i>Customers ask about it and/or find it interesting</i> | <input type="checkbox"/> |
| 3 1 <i>I find it important that we treat the earth well</i> 4 <i>I can see the results of my work</i> | <input type="checkbox"/> |
| 4 5 <i>It is part of the goals and/or contract</i> 7 <i>It suits the culture of the company</i> | <input type="checkbox"/> |
| 5 1 <i>I find it important that we treat the earth well</i> 6 <i>I find it important that future generations can live a normal life</i> | <input type="checkbox"/> |
| 6 3 <i>Customers ask about it and/or find it interesting</i> 9 <i>I think it is something that you should do</i> | <input type="checkbox"/> |
| 7 2 <i>My team has the knowledge, skills, or abilities to do something with it</i> 5 <i>It is part of the goals and/or contract</i> | <input type="checkbox"/> |
| 8 1 <i>I find it important that we treat the earth well</i> 9 <i>I think it is something that you should do</i> | <input type="checkbox"/> |

The individual's fit with the three patterns

- Perfectly Pragmatic
- Perfectly Intrinsically motivated
- Perfectly Task driven
- Persoon



Interpretation phase

What is the dominating stimulus pattern that project managers exhibit?

| Pattern Group | Study of Marnewick et al. (2019) * | This Study |
|-------------------------|------------------------------------|------------|
| Pragmatic | 12.9% | 21.0% |
| Intrinsically motivated | 72.3% | 61.9% |
| Task-driven | 10.9% | 17.1% |

* In this study, 3.9% of participants could not be allocated to one of the patterns.

Three phases

Explore the factors that stimulate **project managers** to consider **sustainability**

- Exploration *3 distinct stimulus patterns revealed*
- Confirmation *Patterns largely confirmed*
- Interpretation *Patterns confirmed, IM most prominent, independent of context*

Reflection

Three distinct stimulus patterns of project managers: *Intrinsically motivated*, *Task driven* and *Pragmatic*.

Intrinsically motivated is the most frequent stimulus pattern found amongst Project Managers.

This finding is irrespective of a Project Managers' age, gender or the type of project he/she is involved with.

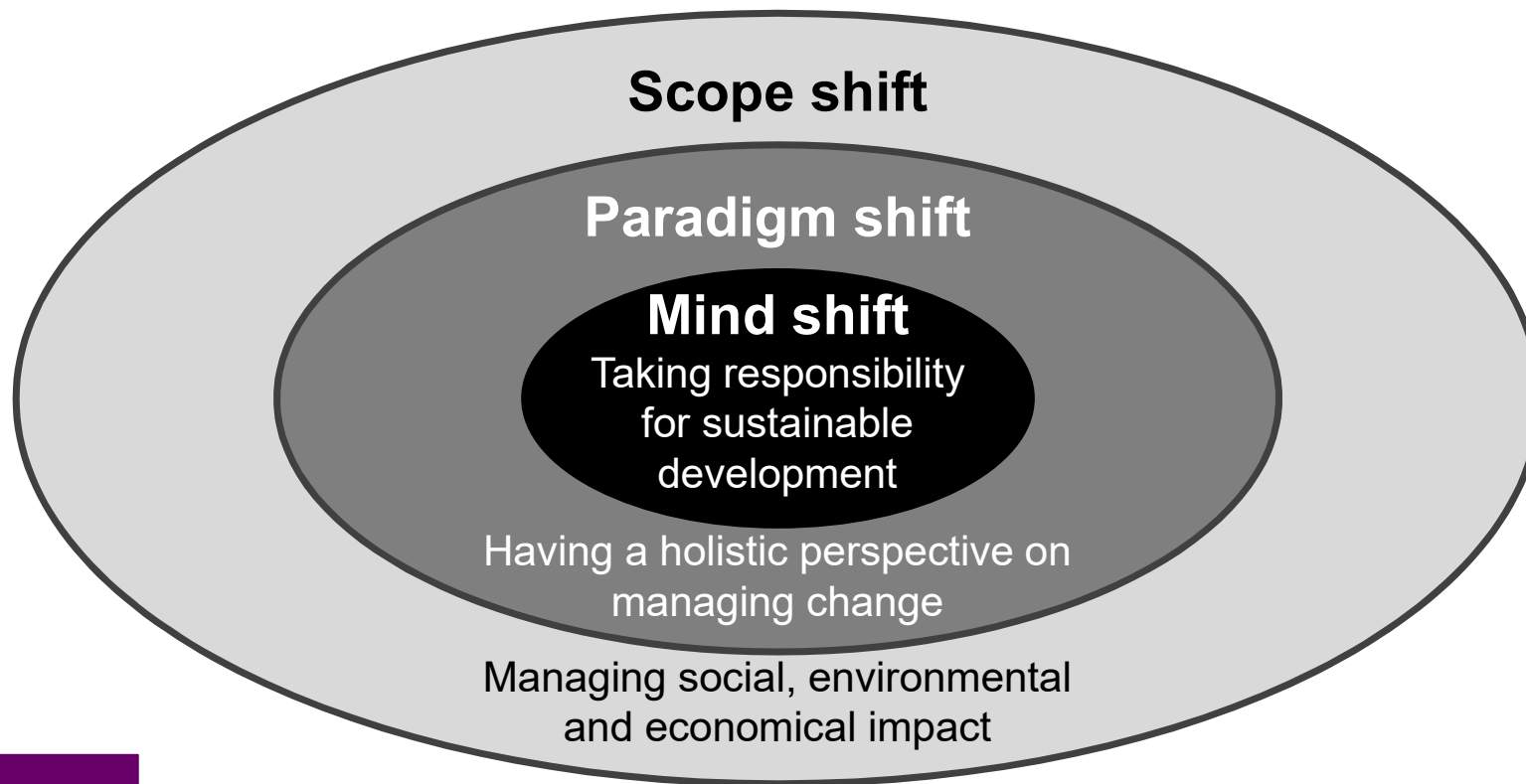
Considering sustainability is a personal trait.



*We need to change the
way we **view** things
In order to change the
way we **do** things*

Nelmara Arbex

Sustainable Project Management as Scope, Paradigm and Mind shift



Its all about people



An emerging topic

- In project management



Mind shift

Taking responsibility
for sustainable
development

sustainability

Its all about people



ALMA MATER
EUROPAEA
ECM
THE UNIVERSITY FOR LEADERSHIP

thank you!

Making **Sense** of Sustainable Project Management

It's all about people!

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