

GREEN PM

Introduction

In recent years, business seems to understand the message that green is important – or at least that it will help sell products and services. Recently, the authors were booking an online airline ticket on JetBlue. At the close of the purchase, a choice came up. Did we want to offset the carbon we're using on our trip by purchasing carbon credits? It would only cost a few dollars. So, even an airline branded *Blue* is showing its *Green*.

We know, firsthand, then, that business is beginning to appreciate the value of green. That's of course in harmony with an increasing "green wave" of awareness amongst the general population. In fact, there has been much discussion surrounding the topic of green business but very little about green projects, green project management, and green project managers, and this is interesting to us because we see projects as the "business end" of business. Projects are where *business ideas* become *reality*, after all. Projects, by *definition*, use *resources*. **Shouldn't projects, therefore, be a key area of any focus on green business?**

We decided to try to fill what we see as a lack of attention to green project management and focus the energy (excuse the pun), research, and recommendations regarding *green business* as a *microcosm of business that is project management*, consolidating it into this book about green project management.

On our journey to do that, we felt we were literally one word short. We needed a word that would communicate a project's green-ness, or eco-friendliness, or enviro-efficiency, or earth-awareness, without using those clumsy-sounding hyphenated words. With our background in Project Management training and quality, we decided to coin our own word, *greenality*. It's no coincidence that this word ends the same way as Quality. Greenality, like quality or granularity,

is something that can be measured along a scale. In the book we will make several parallels between greenality and quality. They have some striking similarities. We've chosen to define greenality this way: "the degree to which an organization has considered environmental (green) factors that affect its projects during the *entire project life cycle and beyond*." It contains two project management processes: (1) creating a plan to minimize the environmental impacts of projects (this includes efforts to simply run the project more efficiently and effectively), and (2) the monitoring and controlling of the environmental impacts of the *product* of the project.

In the book we will use the term to define a scale of greenality which can apply to the various project process groups (initiating, planning, executing, monitoring and controlling, and closing) as well as different project-defined phases.

In our research for the book, as well as in our many decades of project experience, we also realized that "greening a project" is much more than saving the environment (not that that isn't a noble effort). We know from running hundreds of projects that a project with a high score in greenality is going to be an effective and efficient project - saving resources, which translates to saving money. A project with a high greenality score **is good for the bottom-line**.

As green business author Gil Friend says, "You don't have to choose between making money and making sense". In this book we will explore the processes necessary to move your organization and its projects much higher on the scale of greenality, and show how that high score will positively affect the bottom-line. We will look at a "rainbow of green," defining projects that are aimed at conservation or generating energy, those projects that have an immediate impact on the environment, those projects that have a product that will impact the environment, and others, because every project has a green element. We'll talk about "cycles of sustainability", and provide a template for defining different cycles.

We'll also look at the different industries' best practices and benchmarks for achieving high greenality scores, including use of metrics and benchmarks for your journey up the scale. We will define the green project management process to help guide you through the inputs, tools, techniques, and outputs as well as how those processes can be applied. We'll provide facts, trends, and interviews with industries' "greenality leaders" to help you gain higher greenality scores. We will help your organization view your projects (as stated by Esty and Winston in *Green to Gold*) "through an environmental lens". This will naturally (again, excuse the pun) involve ways to improve the individual project managers' greenality.

Finally, we will define some of the ways to earn green (cash), through grants, rebates, and tax credits, to take advantage of the 'green wave', as well as find sources for earth-friendly products, and provide a road map for individual credentialing of project managers who have demonstrated knowledge and skills in this area.

As we begin this book, we cannot help but state our assertions. We call them assertions, but they could be called guiding principles and comprise the vision and mission for this book. They are:

Insert Figure I-1

Project managers have *always* been green – perhaps without knowing it. By definition, we are constantly trying to reduce costs, increase value, and protect scarce resources, and **that** is being green. In our eyes, all of the processes to accomplish these noble project management goals have been fragmented and just happen to be missing the environmental label. In fact, as in our assertions, sometimes we just need an environmental lens to view the saving of resources (for example) as a green effort as well as a PM effort.

There was a time when project management was called "the accidental profession" because one didn't start out being what is now called a "project manager". This didn't mean that we didn't

manage projects, because that is exactly what we did. However, with the help of organizations like The Project Management Institute™, the field and the discipline – and career - of project management have been legitimized. PM has evolved, gained recognition by organizations, and continues to grow exponentially into a validated, stimulating profession. Using a set of disciplined and integrated processes, we think that we as PMs can turn the “accidental green project manager” into professional green project managers who always understand the green aspects of their projects and view their projects through an environmental lens. Please join us on this transformation.