

In This Issue

Debunking the Anti-Greens:
Why Eco-Friendly Project
Management Has Become
Essential
The Right Thing to Do Is To Do
the Right Thing - Tipoffs
Speaks with EarthPM
We Belong Together - The
Harmony and Energizing of
Green Awareness and
Business Practices
Book Review
Q&A

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Website](#)
[Job Vacancies](#)
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- [Showing Up: The
Job Interview in
Context](#)
- [Interim Managers
Under Pressure
with Fewer Jobs](#)
- [Who takes the
PRINCE2
Qualification and
Why?](#)
- [Consider Green
Project
Management for
Your Projects - IT
Leadership](#)
- [30 Tips for
Environmental and
Sustainable
Management -
Bright Hub](#)

Websites

- [Citi](#)
- [Tree Appeal](#)
- [The Emergence of
"Green Talent" - A
Report by
Accenture, June
2009](#)

Greetings!

Last month, Project Management Tipoffs spoke with you about the importance of project management training, the weight of qualifications in project hiring, and numerous ways to continue your professional development. Our September newsletter (as the green layout would suggest) explores the emergence of a new sector worth paying close attention to as we look upon the dawn of a new decade - the green sector. We give you a bit of a primer with explanation of the important terminology and ideals of the sector, and we'll also delve into thoughts and views of those PMPs plying their trade in eco-friendly industries. Brace yourself for an involved interview with Dave Shirley and Rich Maltzman of EarthPM as well. Plus, we continue our series of book reviews with "The Green Guide for Business", and as always, a chance for one reader to win the book of the month. Our Q&A this month comes from a reader and team leader who shares fears about switching to a new method of meeting with out-of-range team members for the sake of 'greening' their methodology.

Debunking Anti-Green Sentiment: Why Eco-Friendly Project Management Has Become Essential



We understand where some of our readers may be coming from when the light bulb hasn't clicked on yet about green PM. The green sector may be emerging, but the general gist of ideas, language and methodologies it sprouts may not be as evident and obvious to our project-conscious eyes. Therein lies the big worry: How much is it going to cost me to be green?

We're here to shed some light on what you'll read about in the articles below, because the impetus worldwide for the reality of a solid green sector is here to stay.

One particular issue, as it is laid out currently, still remains to be answered in the minds of several sceptics: environmentalism has been ignored for years by many, so what is the impetus for everyone thinking green now?

While some may worry about a new thing to account for on the project plan (or another element to add to their tick-in-the-boxes), project managers are already pre-disposed to handling and managing resources in a cost-effective manner. They don't want to bring in any microchip, machinery or other mechanism that can't be replaced or lacks long-term sustainability - at the end of the day, 'cost-effective' can just as easily be read in their mindset as 'effective in cost'. Besides, if a project manager can deal on the fly with contingency plans and risk management, why can't they plan ahead for environmental considerations their project might pose?

If you get the feeling we're speaking to your wallet (or its potential to expand), you're only half-right. Breaking it down further, let's change the way green is talked about on the project ledger. Why can't green issues that arise in the project's midst be construed as a risk issue instead of a green issue? Cynics look upon green-friendly advertisements and see PR and smoke blowing. Yet companies want good PR because of the atmosphere it creates.

According to Accenture in their June report '[The Emergence of "Green Talent": Lessons from the Internet Revolution](#)', the 2009 federal budget committed US \$94 billion toward green initiatives. That's clearly a large number, but it becomes even larger when you consider that total is part of a greater than US \$200 billion commitment worldwide contribution to green-related government contributions. And as "Green Talent" authors John Glen, Chris Hilson and Eric Lowitt note, these contributions establish a strong demand for employees with green skills, particularly...

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Podcasts & Vodcasts

- [Project Shrink - Bioteams: What We Can Learn From Nature](#)
- [PM Podcast - Cornelius Fichtner with David Shirley & Rich Maltzman](#)
- [Project Leadership Podcast - Reacting When Things Go Wrong](#)

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People who can design the wind-generation turbine, conduct energy-efficiency audits, build the smart-grid infrastructure of the future, or offer "green mortgages."

"Green Talent" also points out that people want to work for someone with a regard for eco-friendly sustainability. Therefore, if bad green policies are more likely to present a bad public image under the light of a greener audience than before, is that not a risk, too?

Another thing project managers worry about are the resources you have at your disposal. We all want the best and most efficient resources, but too often cost gets in the way. Will greenness affect this negatively? Not necessarily. Things break: we know this. But the most efficient resource is the one that can be recycled, re-used or, if necessary, repaired quickly and easily. It's basic home economics: something that's headed for the skip in 10 minutes isn't going to cut it for a project you want sustained today and hereafter.

When you consider the things you've added to your own checklist after reading this, what else do you think you can accomplish now by greening up your project, in no particular order?

- Preserve public image
- Identify/address risk
- Target efficient resources
- Find new sectors government appears to be targeting
- Save money
- Move ahead of the curve with standards that preserve project
- Work sustainably
- Sustain your work

Sounds like important elements for a project, through and through.

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The Right Thing to Do Is To Do the Right Thing - Tipoffs Speaks with EarthPM Founders

EarthPM.com was set up earlier this year by RichMaltzman (whom many of you may know of from [Scope Crepe](#) blog fame) and David Shirley for the purpose of combining both the manners and methods to combat climate change within all forms of project management. They commonly use throughout their site the word 'greenality' (see previous article), and are strong proponents of the belief that 'greenality' is a natural and money-saving method for all businesses in the practice of project management.



TIPOFFS: Let's say you were to take an objective look at a project and declare "That's a green project." What traits and characteristics would that particular project display to affirm this declaration?

EarthPM: First, all projects have some green aspects to them. But to answer your question directly, we would look for environmental impacts of both the product of the project, and the methodology of the project management. Depending on the deliverable(s) of the project, the product impacts are usually the easier ones to measure. The more difficult ones are assessing the impact that "doing" the project will have. As a simple example, take the communications plan and ask this question; Are we generating paper schedule after paper schedule for communicating progress, or do we have web-based folder so that all interested can see the progress without the need to generate a copious amount of paper, thus saving paper costs and the resources needed to produce the paper, raw materials, energy, etc? In some cases, ironically, where the outcome of the project is a wind farm or carbon scrubber, it's the project's methodology that could use a little greening up, and that could include the paper aspects as above, or other project inefficiencies that could be improved.

Arras People believe that the emerging Green sector will draw most of their project management professionals from big business. What sectors do you think will be supplying this generation of eco-friendly PMs?

As with most things, as big business goes, so does everything else. No doubt, big business is learning. As GE's CEO Jeff Immelt says, "green is green", meaning that being green is good for generating income (green as in dollars) to the bottom line. So as big business gears up their project management efforts, more project managers will be greened. To be honest, though, project managers are green. We have always been green (perhaps without knowing it), conserving scarce resources. That's our job. However, we believe that since the majority

of project management professionals will come from a variety of places, including big business, academia, small business, consulting firms, etc., there is a need for some standards and validation in this area. We think it's now time to put in place a green certification program for project managers. In fact, we, at EarthPM, have been working with several local colleges and universities on a certification process. We have defined a curriculum that includes several levels of green PM certification that cross the project practice areas, as does the PMP® credential.

Will the emerging generation of eco-friendly PMs already display eco-conscious characteristics in their CV, or will it be a case of "some of them do, some of them don't, but both are expected to make a positive impact regardless of their work history?"

We expect that all project managers will continue to do what they do and are expected to have positive impact regardless of their work history. We also expect that there will be a large majority of PMs, including those "eco-friendly PMs", who will want to take that next step, similar to those who seek master's certificates in project management, or PMPs, to get certified in green project management with programs such as the one we're going to introduce. And remember, eco-friendliness is only one aspect of green project management. It's really about viewing a project - and project management - through an environmental lens, which we assert also makes good business sense. Bottom line - it may be a good idea to re-frame your CV with that environmental spin.

How do the dynamics change for green-mindedness in projects when you venture from the green sector to other sectors that may not have listed eco-friendliness as a priority 10 years ago?

Another excellent question and one that we have been grappling with. The best way to demonstrate (and yank those companies who have not been particularly eco-friendly in the past into the 21st Century) that green project management makes sense is to show them specific examples of how green has added to the bottom line. Companies like Stoneyfield Farms, Timberland, Adobe, and Whole Foods have documented substantial increases to their profitability simply due to the fact of being green friendly. I say "simply due to the fact", but there is nothing simple about changing corporate culture. But money goes a long way to doing that. I don't want to sound mercenary, but being green makes money. And let's go back to an assertion we made before; PMs are green by nature (excuse the pun) because they are - or should be - all about conserving resources. So if that's true, it's not much of a leap for a PM, whether he or she is delivering a wind turbine or a software package, to be green.

One of your most intriguing of [The 5 Assertions of EarthPM](#) on your website is the fifth one, especially the following: "...the cost of 'greenality', like the cost of quality, is more than offset by the savings and opportunities it provides." Couldn't critics fairly argue that for the sustainability of a project's 'greenality', the project's bottom line is going to be weighed just as heavily as it was for other additional measures for project coverage in the last 50 years?

To paraphrase Phillip Crosby who said "Quality is free," we say greenality is free. The cost of being green is outweighed by the benefits to the bottom line. You're right, the process of building quality into the product did weigh heavily, but companies have come to realize that building quality in actually increases the bottom line, eliminating excessive rework, scrap, etc. Of course, it is another thing that the project managers have to manage, but as I said before, we've already been doing that on an ad-hoc basis, let's just make it more of a process. Like the cost of non-conformance in quality, think of the costs of non-conformance in the environmental world. We urge PMs to keep their projects ahead of the curve and avoid the embarrassment, cost, and inefficiencies gained by skipping these considerations for a quick savings.

How much would the bottom line affect 'greenality', in your opinion? Name some other factors that could also affect the viability of project 'greenality' focus.

Let us take a couple of examples from the literature. In Gary Hirshberg's 2008 book, *Stirring it Up*, he points out that Wal-Mart, yes Wal-Mart, is seeking to cut the carbon emissions of its 6900 truck fleet by 25%. That effort alone could generate as much as \$300 million dollars in savings that goes right to the bottom line. They are also looking to reduce energy usage in other areas, too. Sounds like lots of project coming. In Gary's own company, Stoneyfield Farms, between 1995 and 2005 he was able to reduce CO2 per ton of yogurt enough to save more than \$1.6 million in the process. We're not talking small money, here. The larger the company, the larger the positive impact both on the environment and on the bottom line. Money, the environment, people's perception of the company, morality, and ethics, all of those can affect the viability of a company's green focus.

Do you believe a project can be completely & truly green at the end of the day? Why or why not?

The technical answer is no, because a project, by definition consumes resources. However, we do believe that a project can - in practice - be completely and truly green. We're not saying that every aspect of the project contributes positively to its greenality, unless you do something proactively to offset the negative impacts. We're not saying that you can always eliminate every threat, but you can do something like agreeing to purchase renewable energy credits (RECs). The other day Rich was buying airplane tickets on-line. After completing the purchase, a pop-up window appeared and asked if you wanted to buy some credits to offset the carbon footprint of the flight. So the project of flying across the country will of course have environmental impact, but is greened in the end by purchasing some offsets.

One negative factor we've noticed with contract PMs and their employers is the struggle with handover and sustaining the project/programme's capabilities. Moreover, the idea of sustainability is the common goal for sound environmental policy. Do you see projects being more efficiently managed contractually or on a permanent basis?

In the project/programme closeout, there has to be some consideration given and a plan put in place that addresses the more long term issues after project handoff. You're right; it is a policy issue, as is greenality. Company-wide, top down support is needed and the succession plan of a company has to include not just who will be taking over the company in the future, but how will it deal with the long term issues. Unfortunately, that was not considered in the past, so we have an enormous amount of work to accomplish on our "Superfund" sites. The same can be said for the positive future impacts. They need to be monitored, too, and credit given. We think that we have to get green into the DNA of all project managers because of this very point. Even if an organization has a great environmental policy, how does that "get to" the desk and mindset of a contracted project manager? It probably doesn't, to be honest. The PM has to think that way on his or her own.

In your own careers, have you faced restrictions, skepticism or resistance from anyone privy to a project you were leading based on any green measurements you planned to undertake? What advice would you to green-minded PMs that may encounter such resistance?

Stay the course. To quote our first Assertion: "A project run with green intent is the right thing to do, but it will also help the project team do the right thing." More and more executives will begin to understand that green is green, and a project manager wants to be there for that. Believe us, we have had our share of restrictions, skeptics, and resistance. We have been in the project management field for a long time and have been PMPs for a long time. We've seen transitions from project management to program management, and now to green project and program management. We met resistance all along the way and we are meeting it now. But we are persistent because we believe it is the right thing to do. We hope to have a set of greenality metrics soon to help project managers track their success. We are working on an EEVM, Earned Environmental Value Management, including an index just as is used in Earned Value Management. We're also working on a template for an Environmental Management Plan, similar in nature to a Quality Management Plan, to make it easier for project managers to manage the green aspects of their project. And we are working with PMI to codify these ideas into the Code of Ethics and Professional Responsibility and the 5th Edition of the PMBOK® Guide. Those ideas are in their infancy and we would love input from your readers on these and any other subject on green project management. Please feel free to visit our [website](#) and contribute.

We Belong Together - The Harmony and Energizing of Green Awareness and Business Practices



goes the thinking. 'Keep it in the black, never mind the consequences.'

Can we truly afford to dismiss green practices as a business staple these days? Well, the economic woes over the last year may very well be the excuse most companies hesitant to go green are looking for. 'Push it to the back of drawer, we'll pull it out another time if we have to,'

This thinking ignores a golden opportunity for businesses when times have been their toughest. There's no denying the damage of public relations fallout for ignoring green initiatives in good times, even to the biggest companies out there. But when times are tough, the PR

fallout of not sticking with it can prove brutal when competitors proved willing and able to go green years before.

Ken Whitley of Tree Appeal, a company that encourages businesses to plant broadleaf trees, feels that a company owes it to their track record and company history to take green steps early with an idea to be at the forefront of the issue over the long term. The opposite and more damaging tactic, naturally, is to leap before looking.

'You must get your credentials before you can shout about it. You can't buy history,' he said. 'It's all about the track record, the commitment to the issue.'

Adam Broadway, Associate Director of Beyond Green, a sustainability-based project management firm, believes that the key word in his company's mission is sustainability. The 's' word, he feels, encompasses more positive ecological responsibilities for project managers and businesses as a whole.

"The most important issue is to think in terms of wider sustainability issues which cut across all elements of the project," he said. "Sustainability in terms of environmental, economic and social elements are far more important.

"It must be remembered that green is one thing but the most important issue is to embed genuine sustainability into the project...that is much more effective in the long term but equally more difficult to achieve in the short term."

To the blind eye, project managers might seem strongly pre-disposed to effectively coping with management of green issues within a project. We know how to adjust, we know how to roll with the punches, and we know how to channel the things that really matter.

But not everyone is so certain that's the case.

"There is still considerable scepticism out there," he said. "There are less 'deniers' but still a large number of 'delayers'...those people who feel something will be invented to save the world."

Tom Mochal, PMP and co-founder of green-pm.com, agrees, stating that businesses seem to be the key drivers in green practice.

"I think that many project managers work on green initiatives, but they are not the result of their own green thinking," said Mochal, who is also President of TenStep, Inc., an American company focused on methodology development, training and consulting. "These projects were developed by other sponsors in the company and then the project manager gets asked to run them.

"I think the specific role of the project manager is not necessarily lagging the rest of the industry but I do not get the sense that we are ahead of the curve either."

The 'down the road' issue is not the lone reason to dismiss the economy as a reason to avoid green initiatives. That said, it does play a minor role in the matter of front-runner greenness - the tendency of companies to undertake green measures in better times, but abandon them when times are tough.

Whitley's view of environmental issues, built over a career of green-minded work primarily in the agricultural sector, shapes a way of thinking that stresses greenness as an ethical matter.

"If you abandon your environmental practices as an ethical business issue because of tough economic times, you'll be seen as a fair-weather supporter," he said. "Keep it on your agenda, and you'll gain a right of passage to be a legitimate long-term deliverer of true green projects, not just jumping on the band wagon when it suits with superficial greenwash.

"In an economic down turn you must look to differentiate your business with added value otherwise you will be competing solely on price which is a downward financial spiral."

Book Review - The Green Guide for Business: The Ultimate Environment Handbook for Businesses of All Sizes



by Chris Goodall, available through [amazon.co.uk](https://www.amazon.co.uk)



See details on how to win this book below

Authors simply have a comfort zone in which they can write most effectively, as you are no doubt aware. When you think John Grisham, you know you're getting good Courtroom Drama. Nick Hornby shines in the 25-34 Male Angst Department. Dan Brown = Church Bating. Chris Goodall clearly is vying for the role of Go-To Guy on Being Green.

Recent titles *Ten Technologies to Save the Planet* and *How to Live a Low-carbon Life: The Individual's Guide to Stopping Climate Change* have gained relevant Amazon ranking traction and solid reviews from the likes of New Scientist and environmentalist author Fred Pearce. Goodall's Green Guide is an up-to-date, recession-conscious follow-up to these volumes, but this time clearly targeted for business executives in both large and small settings.

No stone is left unturned for the responsible eco-businessman to explore: paper ethics, driving practices, office energy use, greening computers and servers, even company travel plans are turned over. But like other works of Goodall, the ideas are not presented to the sceptical without acknowledging the beliefs that source their scepticism.

Goodall is pure journalism in presentation of the issues: objective, objective, objective. One chief criticism he is likely to hear is that in presenting both sides of an issue, he leaves the matter open-ended. Now, for someone looking to make the decision on their own, this is objective and sound. For someone looking for answers (or a quick-fix solution), this is frustrating. It's a tedious nit to pick, but that's Nitpicking 101 with the modern self-help audience: if a reader only has so much time to be impressed, then Goodall and other advice givers know they have to deal with the impatient and demanding as well as the deliberate and pontificating.

The most intriguing and objective passage for me comes from Chapter 1, when Goodall admits it is important in preparing for green initiatives to prepare also for a world where the climate does not change:

It is conceivable that temperature rises could reverse and wind and rainfall patterns stabilise. No sensible company of public institution should deny this possibility. Perhaps, as some climate change sceptics say, the earth's cloud cover will increase as hotter temperatures cause more evaporation; increased cloudiness might halt temperature change. No careful business-person should run a company on the basis that the future is easily predictable. It may be as dangerous to listen to the most frightened of the world's scientists as it is to ignore them. The right approach is to try to maintain the most flexible organisation - one that can respond quickly to any environmental or policy changes.

This passage pleases the cockles (private laugh) of my journalistic heart: Goodall is simply not greenwashing the matter in fear of retribution from the enviro-Nazis. Rather, he wants to believe things will turn out right and give the other side a fair shake. The key, dear reader, is balance and fairness.

Because of his fairness, the immediacy of his audience is a shame. Ultimately, the final decisions belong in the hands of those in charge of their own company. Ultimately, you're best off coming to *The Green Guide* open-minded and ready to explore and determine what you need to do by thinking about it yourself: this is not an easily solved equation with immediacy of the John Nash variety - it implores you to think about things going on in your office.

Sometimes the facts are alarming: For instance, though air conditioning is common primarily in larger offices, it accounts for nearly 15% of the electricity supplied to all UK non-residential buildings. Imagine how much it will account for if British summers actually get hotter?

But it's in the all important goods transport chapter where solutions truly begin to appeal to the 'bottom-line' section of the business executive's heart. We know that companies are looking at a variety of ways to cut yearly fuel costs: petrol to diesel, smaller vehicles, LPG fuels, hybrids and electricity are all offered as better company options. The most glaring expense transition is the savings of a switch to

electric fuel: Goodall writes about the comparison made in-house by Office Depot between electric-fuelled vehicles and diesel fuels. The fuel consumption of a single electric lorry over five years totalled a mere £2,600; for the diesel lorry, it was a comparatively staggering £15,500. Maintenance costs also totalled over £3,100 in savings for electric lorry users over the same amount of time. I can telepathically sense the raising of eyebrows as you read those lines.

For individuals who have already explored travel & fuel savings (inflating tires, maintaining lower speeds), even the obvious is given a platform. But this title refers to itself as a guidebook, and the obvious can't go unlisted in a guidebook. These transport numbers and other figures will always get the discerning business person's attention, and Goodall is all too happy to oblige in *The Green Guide*. With an open mind and a sound ability to rationalise, one can easily build a track record from Goodall's volume and open the door to a greener future in businesses big and small.

Want a chance to win this book?

Let us know in 100 words or less what green project management means to you, [email us](#) and you could be in with a chance of winning.

Q&A

I work in a business that demands project team members work at various locations around the country. Travel is inherent in both my work and theirs, and fuel costs are a way of life. We do hold meetings once a month, but I feel the weight of greening up my project bearing down, and want to make the right move. Is it justifiable to scrap our in-person monthly meetings for a structured teleconference instead? Will I see negative effects on the project as a result of such an alteration? - Nina, Todmorden

Nina, thanks for your question. Virtual team working has become something of the norm in recent years and as a result of that organisations are always on the look out for new ways of communicating. Projects rely heavily on communication to get the job done and it does have its difficulties if face to face communication is scrapped altogether. I think most people would agree that teleconferences are not as effective as the face to face meeting, especially when difficult decision making needs to take place at certain points throughout the project. I wouldn't scrap the monthly meeting but I would think about who needs to be in attendance. I think we've all been invited to meetings before and left wondering exactly why you were invited in the first place. This is especially important if teleconferences are going to be used, in place of face to face meetings because the teleconferences will soon become an irritant for some of the people in your team.

I would also think about the possibility of moving monthly meetings to every six weeks and maybe using the meetings alongside other team communication tools. Social media and project management 2.0 is on the increase and these tools enable the project manager to work smarter with their immediate team. Check out [Project Management 2.0](#) and see if this is a viable solution to run alongside traditional methods. The real time approach which can be utilised through social media works very well for teams who find it difficult to keep track of group emails and project plan updates.

Finally, I would think about the objective of each meeting. If the monthly meeting is a status meeting, does this warrant the whole team getting together? The meeting may be useful for the project manager but does the whole team benefit from this? The key to successful communication and therefore successful project outcomes is to find the right balance for your organisation, your project and your team. What works for one project and team may not work for another, especially if project delivery is happening at such a fast pace, rendering the meeting out of date as soon as it has happened.

Got a question for us, [contact us](#) today

Sincerely,

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