



**PMINJ 2011 Annual Symposium**  
**Deliver with WOW!!**  
**May 2, 2011**

**Transitioning Project Management Skills to  
Build the Green Economy**

**Presented by**  
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**Linda Morris Kelley**



# Questions to answer

- What is the Green Economy?
- Why should I care? It's not same old world!
- Shifting Mental Models and possibility
- Realizing Systems approach and its economics
- How can I employ my skills?
- How do I translate my skills to the green economy?
- Volunteering to gain credentials in new field
- Consulting with a collaborative portfolio approach
- Leveraging and assessing strengths
- Case Study: Sustainable Jersey

# What is the Green Economy?

“...economic activity by companies and customers in the form of products, services, and business models that promote economic growth, reduced environmental impacts, and improved social well being”

– State of Green Business by Joel Makower, GreenBiz.Com, February 2009

Businesses, and their *investors*, that achieve economic success by

- **employing people engaged in environmentally responsible processes and practices**
- **not unduly burdening or abusing the natural environment**

Customers who drive businesses to be environmentally responsible by

- **choosing “green” products and services over those that are not**
- **insisting on recycling policies from *companies* and *governments***

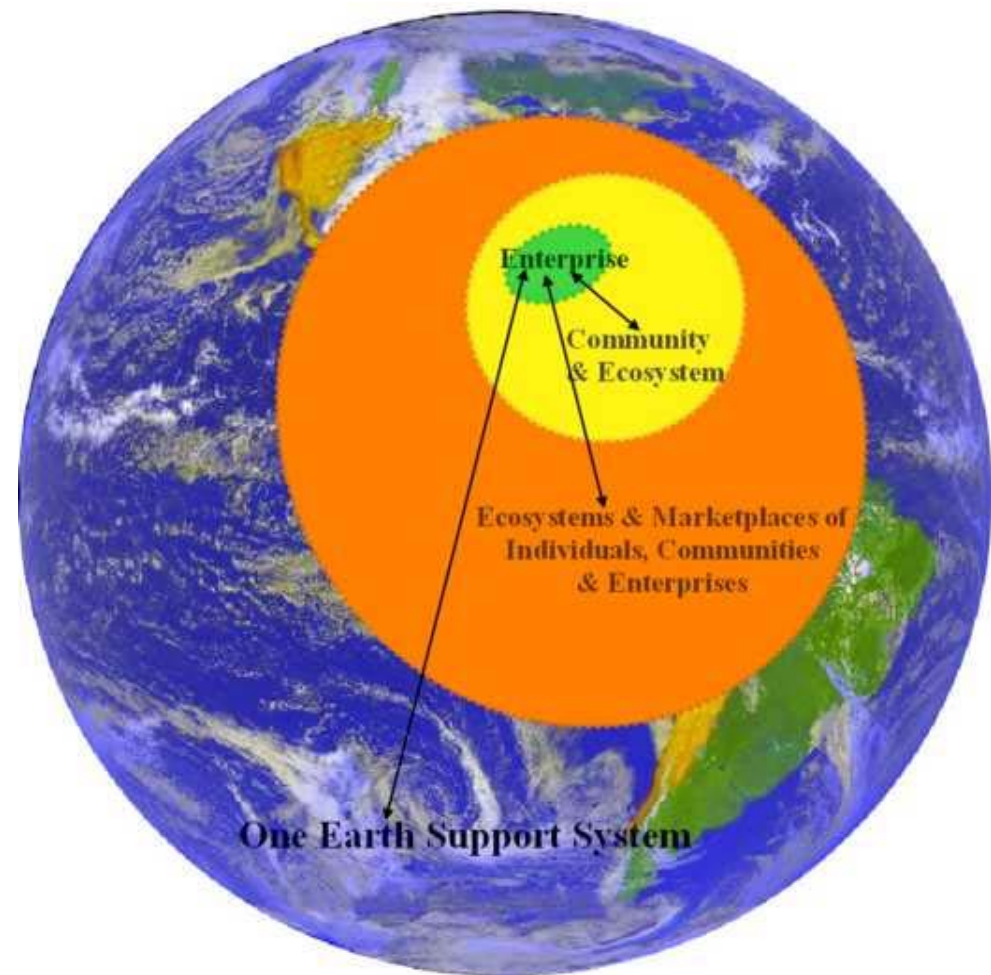


# Why should I care? It's not same old world!



“The major challenge—and opportunity--of our time is to create a form of commerce that uplifts the entire human community of 6.5 billion and does so in a way that respects both natural and cultural diversity. Indeed, that is the only realistic and viable pathway to a sustainable world, And business can—and must—lead the way.”

*Stuart L. Hart (2007)*





## Sustainable Values

- Stewardship
- Respect for Limits
- Interdependence
- Equitable Distribution
- Intergenerational Perspectives
- Nature as model and teacher

“The dirty rich are dying off, and the clean rich are coming of age.”

Source: <http://www.washingtonpost.com/wp-dyn/content/article/2010/08/06/AR2010080602659.html>

# Shifting Mental Models- possibility

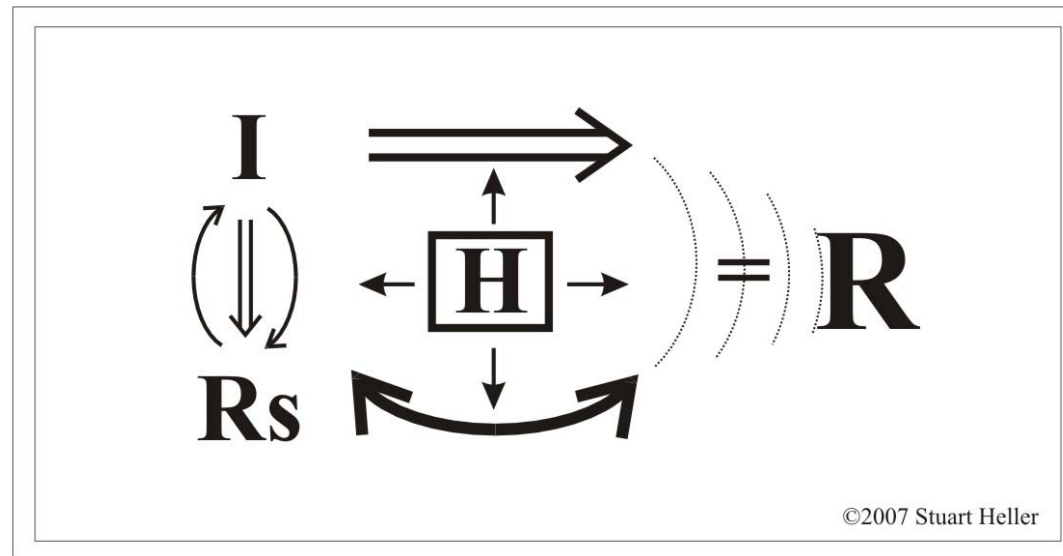
Table 2

Mental models and sustainability. Summary of responses (N=158)

Assessments by executives, managers, and organizational development (OD) professionals of prevailing mental models in their organizational environments (United States, Canada, United Kingdom, the Netherlands, and India)

	Left 1/3	Middle 1/3	Right 1/3	
Short Term: Focus on deadlines, Immediate priorities, Sense of urgency	93	48	17	Long Term: Vision and strategies, Potentials, Opportunities
	<i>Time Orientation</i>			
Reactive: External drives, Prevailing rules and procedures	98	36	24	Creative: Taking initiative, New approaches, Internal drives
	<i>Focus of Responsiveness</i>			
Local: Focus on self or Immediate group, Competition	87	32	39	Global: Whole organization, inclusive, Ecumenical, Larger community
	<i>Focus of Attention</i>			
Separation: Either / Or, Specialization	78	45	35	Systems: Both / and, Holistic, Interrelationships
	<i>Prevailing Logic</i>			
Accountability/Blame: Clear assignments, Self protection, It's not my fault, (Don't get caught)	71	50	37	Learning: Understanding, Building on all types of experience
	<i>Problem Consideration</i>			
Doing / Having: Materialism, Greed, Cost effectiveness, Financial performance, Quantitative growth	81	40	37	Being: Having enough, Self-realization, "greater good," Intangibles valued, Qualitative growth
	<i>Life Orientation</i>			

# Shifting Mental Models- actuality



1. Intention drives Results.
  2. Responsiveness shapes Results.
  3. Intention and Responsiveness influence each other.
  4. Habits bias Everything.
  5. The Interactions between these Factors—Intention, Responsiveness, and Habits—generate Results.
- Sustainability requires the ability to harmonize situational leadership with principled leadership. Leadership is learned in action. New mental models are built in action. Fostering respect and trust among people, and engaging them to work toward a common goal, happens in action.
  - A mental model includes both internal focus and external vision. Well before acting, a person focuses attention either outward toward the external situation—people and events—or inward toward principles and values.

*Linda Morris Kelley, The Sustainable Enterprise*

*Fieldbook, 2008*

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# Realizing Systems approach- economic



## The Grey Economy

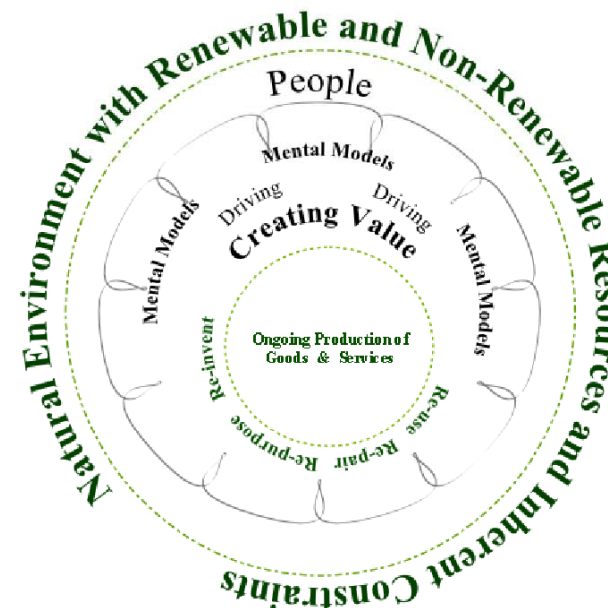
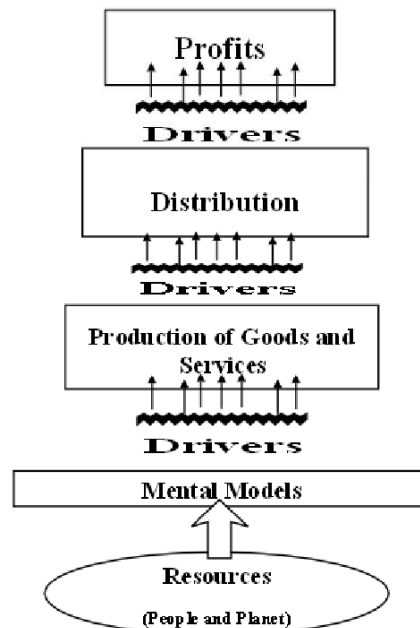
A System for Extracting Value

- A linear system
- Fraught with waste
- Waste & human costs externalized
- Unequal rewards
- High risk due to inflexibilities
- Exhausts nonrenewable resources

## A Green Economy

A System for Creating Prosperity

- An Organic, dynamic system
- Operates in concert with the rest of Nature
- promotes Individual and Community Well-Being and Prosperity, and Environmental Sustainability



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# How can I employ my skills?

- The best opportunities are found in areas that are under-developed and underserved given the market needs
- The more critical a particular point of intersection, the more connections it has, the more likely it is to be a sustainable niche

## Key areas :

- Institutional Voids, i.e., intermediaries and necessary specialist functions are not working or working well
- Informational Voids, i.e., the relevant information is not available in usable form, and doesn't reach people ready to seize the opportunities
- Cultural Voids, i.e., imagination and vision of what is possible, what is an opportunity, and how opportunities may be connected are restricted to what prevailed in the recent past
- Process Voids i.e. to address lack of capacity especially non-profit organizations OR lack of understanding about a given process (informational void!)



# How do I translate my skills to the green economy?



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The Transitioning to Green Forum™, and the Transitioning to Green Certificate Program™  
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# Cooperative Ventures

- Today, corporations are moving toward cooperation in key areas
  - **Alcatel Lucent and GreenTouch Consortium**
  - **Staples and Earth 911**
  - **AMD and Global Foundries**
- At the same time, competition is still going strong
- Think co-opetition!



# Industries of Opportunity

- IT: Communications and Connectivity
- Manufacturing: Waste Reduction
- Education: Integration of sustainability and environmental education
- Construction: PM and Green Building, Integrated design charrettes\*
- Energy: Investments in Renewables
  - Solar panel installation and manufacture
  - Mechanical Engineering: design, manufacturing, and maintenance of mechanical systems.

*\*“The word charrette may refer to any collaborative session in which a group drafts a solution to a design problem” <http://en.wikipedia.org/wiki/Charrette>*



## Example: Greening IT

Technology, and especially IT, is changing at ever more rapid rates. Most changes present new opportunities for furthering sustainability. Three areas where IT can not only make a big difference in conserving energy while at the same time increasing productivity are:

- Communication
- Collaboration
- Virtual Teamwork

# Greening IT: Virtual Teamwork

## Using the virtual world of Second Life® for team work

Co-authors of The Sustainable Enterprise Fieldbook, Jenny Ambrozek, Victoria Axelrod and Linda Kelley (in avatar form), preparing and practicing a presentation on that book in their virtual office.



“Technology linking computers into networks has delivered the means to share information between individuals across the globe cost-effectively and with time-independence.” The Sustainable Enterprise Fieldbook, 2009





## Other Aspects of Opportunity

- Multi Levels of Experience Required
- Corporate sustainability, green MBAs.
- Socially responsible investing
- Energy efficiency
- Waste Reduction
- Life Style Changes: The 5th Fuel
- Community building and weatherization

A recently released report has found the growth of green jobs has far outpaced the rest of the job market in California

Source: [http://www.times-standard.com/localnews/ci\\_17181756](http://www.times-standard.com/localnews/ci_17181756)



## Demonstrative Expertise

- Defining Core Competencies
- Project Management Professional
- Business Analyst
- Strategist
- Assessing and updating Credentials
- Align with and lead the mission
- Articulate strengths and goals





## Volunteering to gain experience

- New industry applications
- Business Analysis- Current State assessments
- Program designs-Grantmaking
- Management and leadership opportunities
- Researching and Documenting Solutions
- Community Revitalization
- Collaborative results

# Sustainable Jersey

## A Collaborative Approach



“SUSTAINABLE JERSEY™ is a certification program for municipalities in New Jersey that want to go green, save money, and take steps to sustain their quality of life over the long term.”  
[www.SustainableJersey.com](http://www.SustainableJersey.com)

“Sustainable Jersey is a strategic template toward a sustainable future providing opportunities for community members to unify and build upon existing programs; communities can collaboratively advance and grow into becoming sustainable. It is wonderful to be in a state and part of a movement of people who care and are working hands on to create a sustainable future.”

*Jerry Flach*  
*September 30, 2010*



# Volunteering in Your Communities of Practice

*A few examples of volunteer opportunities:*

- Habitat for Humanity
- Your town green team; if there isn't one, start it
- Transition Towns, or Green for All
- Local Planning Boards/Committees
- BALLE (Business Alliance for Living Local Economies)
- NOFA-NJ (Northeast Organic Farmers Association)
- USGBC or NAHB
- PMINJ



## Questions?

Or, Sustainability Consultant Challenge:

How do I apply a sustainable lens to:

- \_\_\_\_\_
- \_\_\_\_\_

*(You Fill in the blank; we respond!)*



## Resources: READ

- *Blessed Unrest, How the Largest Movement in the World Came into Being and Why No One Saw It Coming*, Paul Hawken
- *The Sustainability Revolution, Portrait of a Paradigm Shift*, Andres R. Edwards
- *Necessary Revolution, How individuals and organizations are working together to create a sustainable world*, Peter Senge
- *Green Collar Economy*, Van Jones
- *Biomimicry: Innovation Inspired by Nature*, Janine M. Benyus
- *The Sustainable Enterprise Fieldbook*. 2008. Ed. Jeana Wirtenberg, William G. Russell, David Lipsky. Greenleaf Publishing, Ltd.
- *Co-opetition*, 1996. Adam M. Brandenburger and Barry J. Nalebuff. Doubleday
- *Ethical Markets*, 2006. Hazel Henderson. Chelsea Green
- *The Bridge at the Edge of the World, Capitalism, the Environment and Crossing from Crisis to Sustainability*, 2008. James Gustave Speth. Caravan Books










## Resources: WEB

- <http://www.beyondgreypinstripes.org/index.cfm>-research innovative full-time MBA programs that are integrating issues of social and environmental stewardship into curricula and research.
- [www.TheSustainableEnterpriseFieldbook.net](http://www.TheSustainableEnterpriseFieldbook.net)
- [www.TransitioningToGreen.com](http://www.TransitioningToGreen.com)
- [www.TTGFoundation.org](http://www.TTGFoundation.org)
- [www.GreenBiz.com](http://www.GreenBiz.com)
- [www.GreenTouch.org](http://www.GreenTouch.org)
- [www.EthicalMarkets.com](http://www.EthicalMarkets.com)
- <http://www.sustainablebusiness.com/index.cfm/go/greendreamjobs.main>
- <http://www.treehugger.com/>
- <http://www.indeed.com/>
- <http://www.transitioningtogreen.com/>
- <http://www.fastcompany.com/magazine/120/50-ways-to-green-your-business.html>

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	<b>Green</b> <b>Activity:</b> Discussions (31) Jobs (8) <a href="#">Go to ▾</a> <a href="#">Actions ▾</a>
	<b>Green &amp; Sustainability Innovators &amp; Innovation Network</b> <b>Activity:</b> Discussions (15) Jobs (4) <a href="#">Go to ▾</a> <a href="#">Actions ▾</a>
	<b>Green Marketing</b> <b>Activity:</b> Discussions (2) Jobs (1) <a href="#">Go to ▾</a> <a href="#">Actions ▾</a>
	<b>Habitat Northeast Sustainable &amp; Affordable</b> <a href="#">Go to ▾</a> <a href="#">Actions ▾</a>
	<b>Lessons from Leaders</b> <b>Activity:</b> Discussions (1) <a href="#">Go to ▾</a> <a href="#">Actions ▾</a>
	<b>National Association of Home Builders NAHB</b> <b>Activity:</b> Discussions (3) Jobs (1) <a href="#">Go to ▾</a> <a href="#">Actions ▾</a>
	<b>Net Impact New Jersey Professional Chapter</b> <a href="#">Go to ▾</a> <a href="#">Actions ▾</a>



# Thank You!

## Contacts

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