



# PMINJ 2011 Annual Symposium

## Deliver with WOW!!

### May 2, 2011

## Project Management: The Key to Successful Sustainability Programs

**Greg Stine, MSPM, PMP**  
**President & CEO**

**SustainEdge**  
[gstine@sustainedge.com](mailto:gstine@sustainedge.com)

**William G. Russell**  
**Principal**

**Transitioning to Green**  
[wgrussell@transitioningtogreen.com](mailto:wgrussell@transitioningtogreen.com)

2-May-2011

© Copyright 2011. SustainEdge and Transitioning to Green LLC

# Project Management: The Key to Successful Sustainability Programs

Presentation at PMINJ May 2011 Symposium  
May 2, 2011

**Greg Stine, MSPM, PMP**  
**President & CEO**

**SustainEdge**  
[gstine@sustainedge.com](mailto:gstine@sustainedge.com)



**William G. Russell**  
**Principal**

**Transitioning to Green**  
[wgrussell@transitioningtogreen.com](mailto:wgrussell@transitioningtogreen.com)



# What is Sustainability?

*Meeting the needs of the present without compromising the ability of future generations to meet their own needs.*

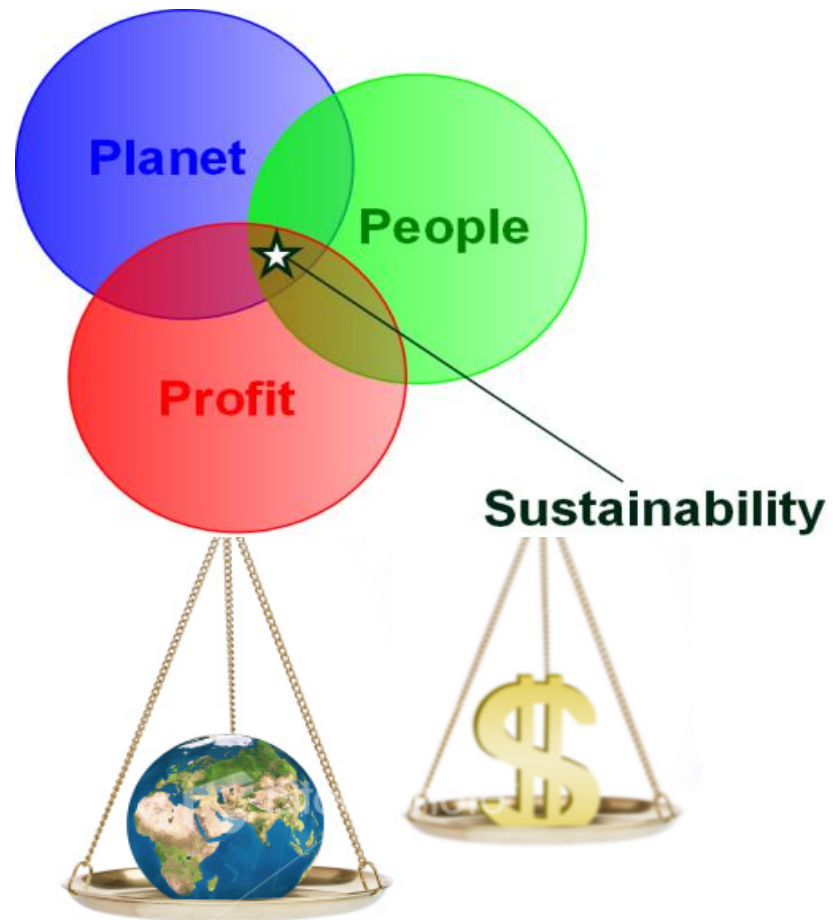
**- UN Brundtland Report, 1987**

*A company's ability to achieve its business goals and increase long-term shareholder value by integrating economic, environmental and social opportunities into its business strategies.*

**- Dow Jones**

# Triple Bottom Line

- Social
- Environmental
- Economic



## Sustainability Is A Major Business Issue Today

*You cannot ignore the impact your company has on the community and the environment.*

*CEOs used to frame thoughts like these in the context of moral responsibility, but now, it's also about growth and innovation.*

*In the future, it will be the only way we do business.*

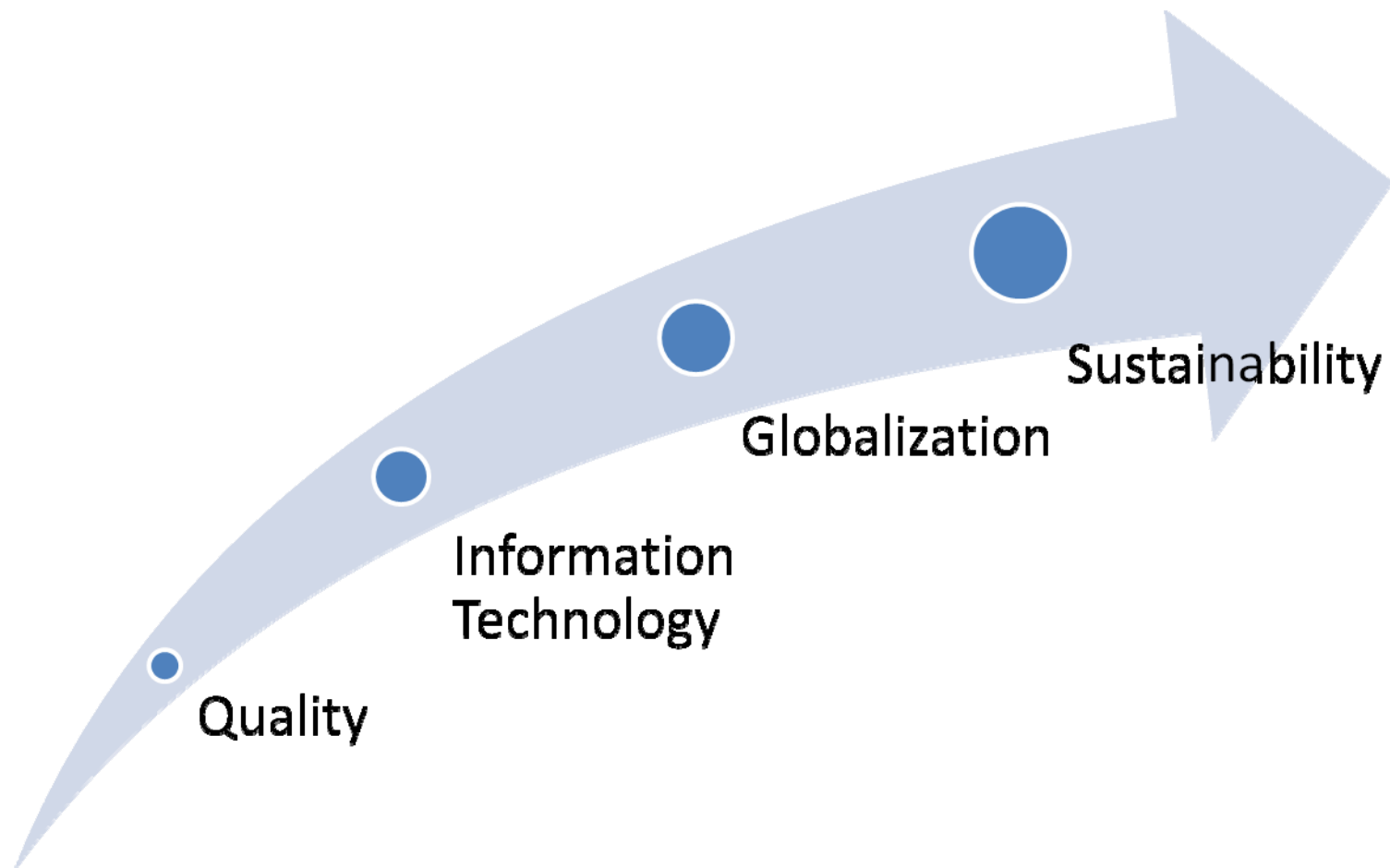
Paul Cescau, CEO, Unilever

# UN Global Compact CEO Survey

In June 2010:

- 93% - View Sustainability As “Important” or “Very Important” to their companies
- 96% - Sustainability should be Fully Embedded into Strategy and Operations (Responded “Agree” or “Strongly Agree”)
- 80% - Economic Downturn has raised the Importance of the Issue

# The Sustainability Megatrend



# Execution is Key to Managing Megatrend-Driven Change

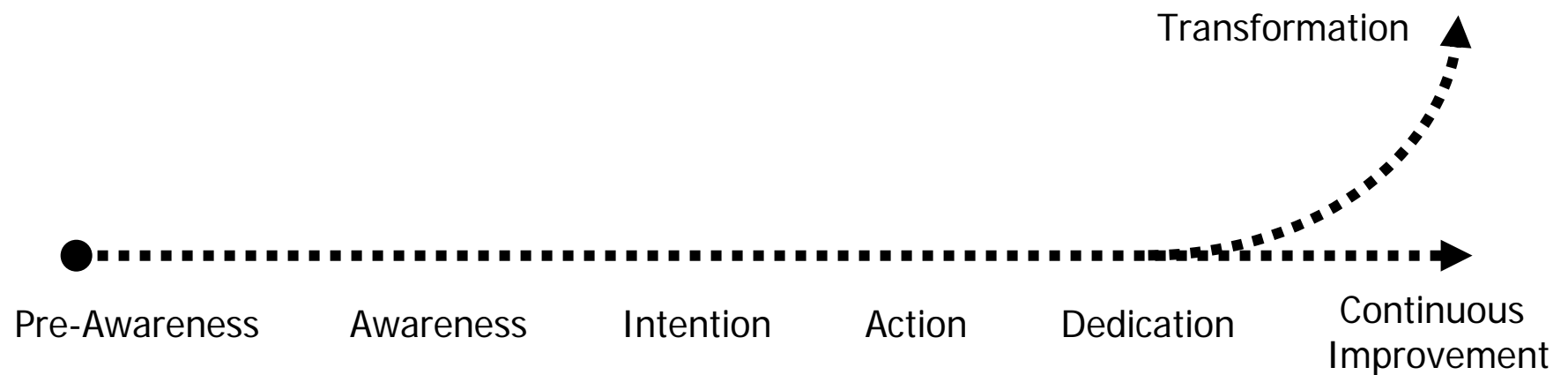
*Megatrends Demand Effective Change....*



*Shareholders (and executives) like results and predictability!*



# The Sustainability Journey



# A Process for Implementing Sustainability Programs



# A Process for Implementing Sustainability Programs



# Initiation: “Green Team” Formation

## **Enterprise Oriented Green Team:**

- Reports to CEO or Board of Directors
- Objectives integrate with corporate strategy
- Engage customer, supplier and NGO stakeholders

## **Facility Oriented Green Team(s):**

- Reports to facility manager
- Objectives align with facility mission and local community
- Engage facility employees and their families

## **Product or Process Oriented Green Team(s):**

- Reports to product or functional manager
- Objectives to improve customer satisfaction, grow market share and improve eco- and cost efficiencies
- Engage customers, customers and suppliers

Very Similar  
to PMO  
Typology

# A Process for Implementing Sustainability Programs



# Implementing Your Sustainability Program







# Identify Opportunities (Programs & Projects)

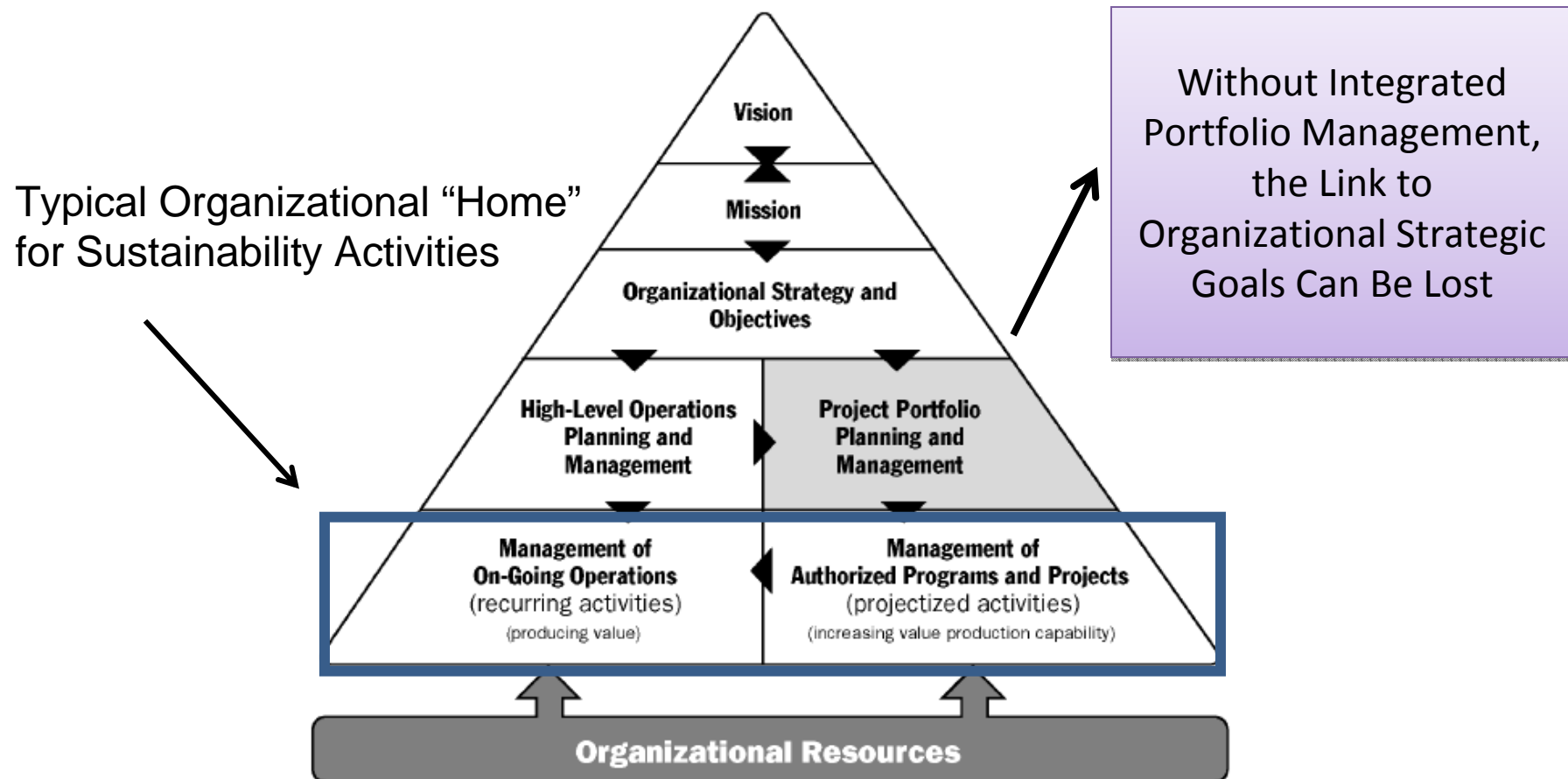
## Opportunity “Sources”

- Assessment Results
- Executive Priorities
- Stakeholder Input
- Performance Measurement Systems
- Green Team Expertise
- RISK!



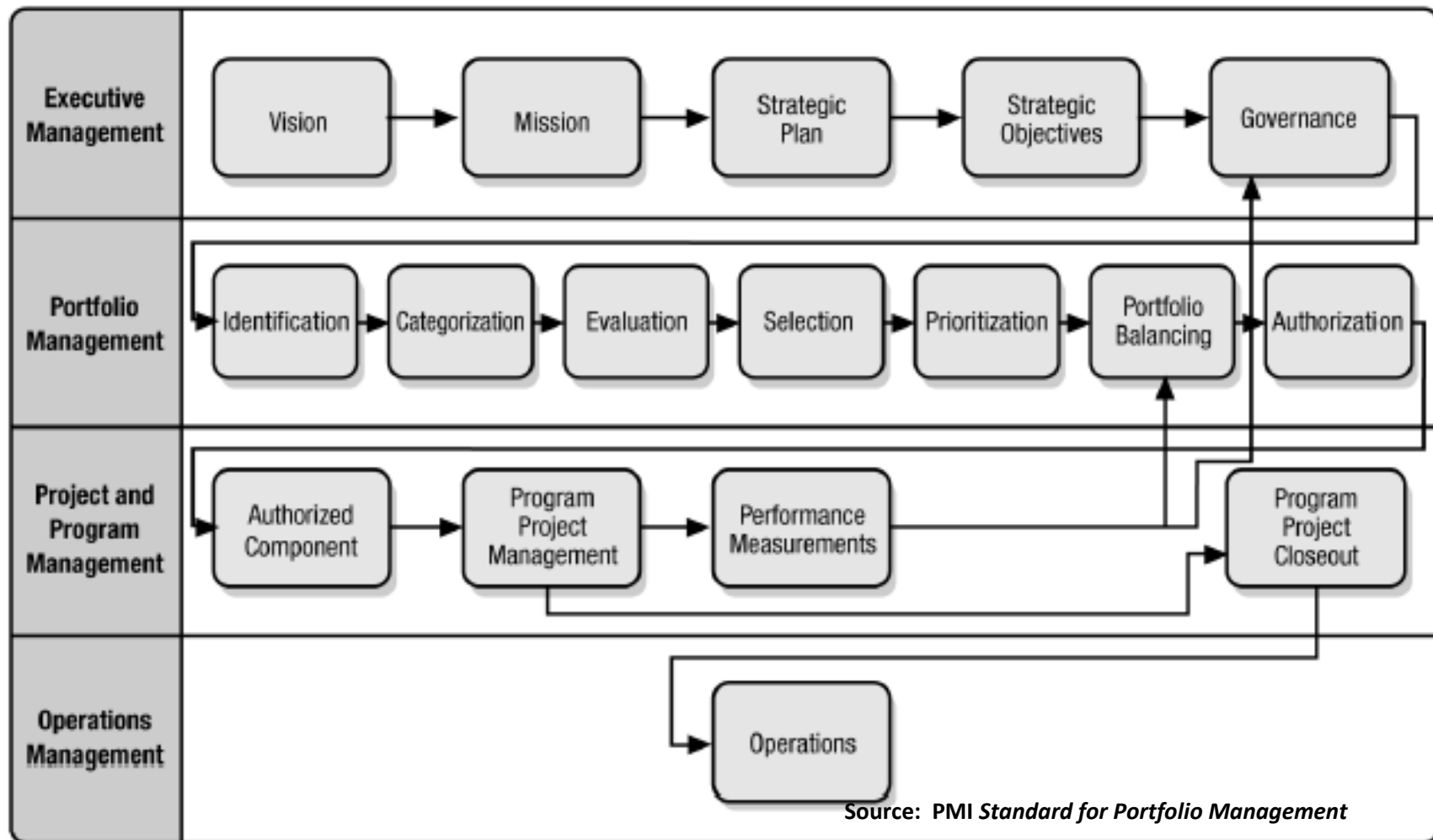


# Portfolio Management



Source: PMI *Standard for Portfolio Management*

# Portfolio Management



Source: PMI Standard for Portfolio Management

# The Sustainability Portfolio

## A Portfolio Differs from Programs & Projects:

- Tied to One or More Organizational Strategic Objective
- Typically Includes Some Sort of Stage-Gate Process
- Elements Are Quantifiable
  - Measured
  - Ranked
  - Prioritized

**Efforts Within A Portfolio Include Both Investments Already Made and Investments *Planned*.**

# The Sustainability Portfolio

## **Programs**

### ***Eco-Elements***

- Energy
- Water
- Air
- Waste

### ***Functions***

- Facilities
- IT
- Communications

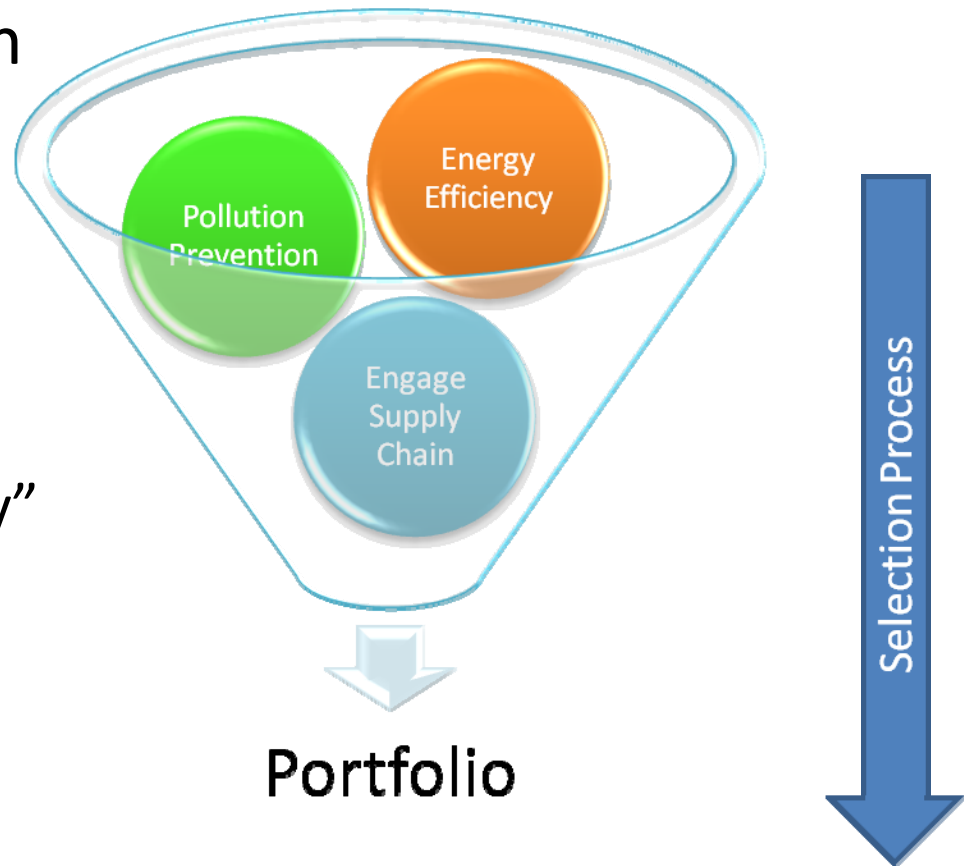
## **Projects**

- Sustainability Assessments
- Supply Chain Analysis
- Energy Audit
- Strategic Planning
- Employee Education
- EMS Selection & Implementation
- LEED Construction/Certification

# Select the Sustainability Portfolio

## Considerations for Selection

- Executive Priorities
- Compliance Regulatory Mandates
- Resource Availability
- “Windows of Opportunity”



# Implementing Your Sustainability Program



## Sustainability Program Management

Warning: Elephants *Can* Cause Serious Indigestion If Not Properly Chewed!

**It Doesn't  
Matter If  
You Start  
With A Foot  
or An  
Ear....It's All  
Good!**



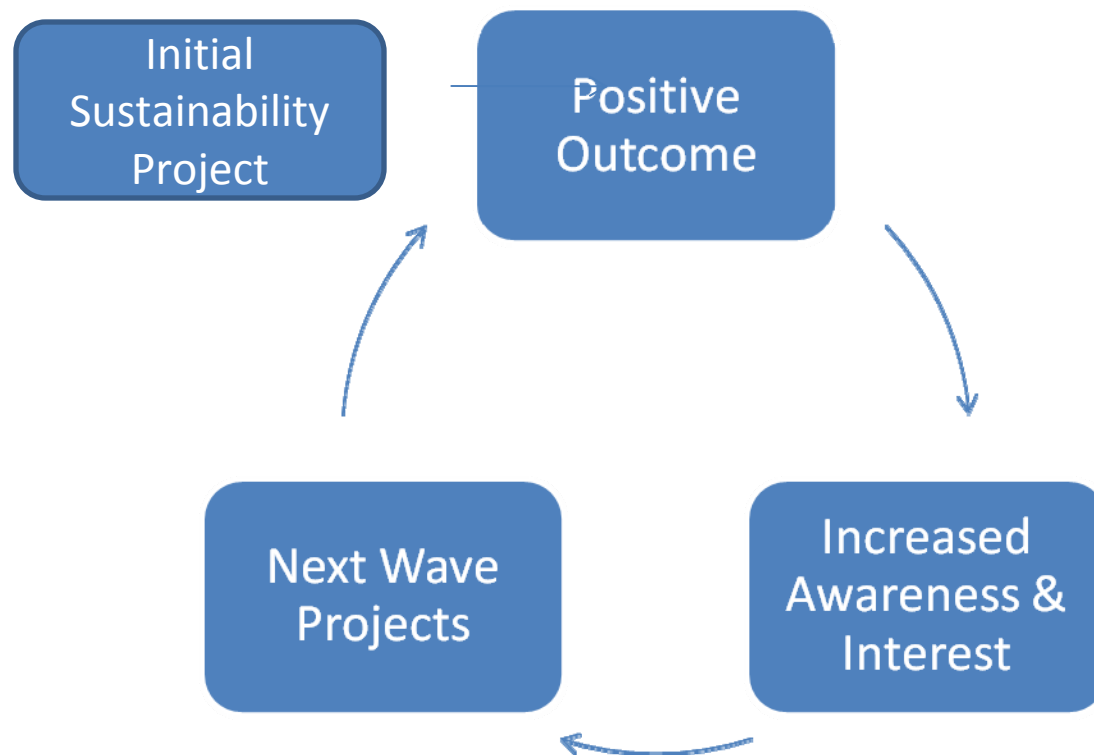
# Pilot Projects: Sustainability Best Practice

- Can Help You Create or Sell the Business Case
- Provides Data Needed to Plan Additional Efforts
- Can Be Low Cost, Low Risk





# The Virtuous Cycle



- 95% of Sustainability Programs Are Cost-Neutral
- Positive ROI
- Better Organizational Performance
- Improved Stakeholder Relationships
- Enhanced Reputation
- Improved Risk Profile

## Always Keep The Long-View In Mind

Like Any Major Change Initiative....  
Enhancing Sustainability Takes Time!





**Greg Stine, MSPM, PMP**  
President & CEO, SustainEdge  
GStine@SustainEdge.com  
Cell: 314.808.1104



**William G. Russell**  
Principal, Transitioning to Green  
WGRussell@transitioningtogreen.com  
Cell: 646.345.8836

