10. TRYING TO BE GOOD

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10.4 Designing a sustainable project

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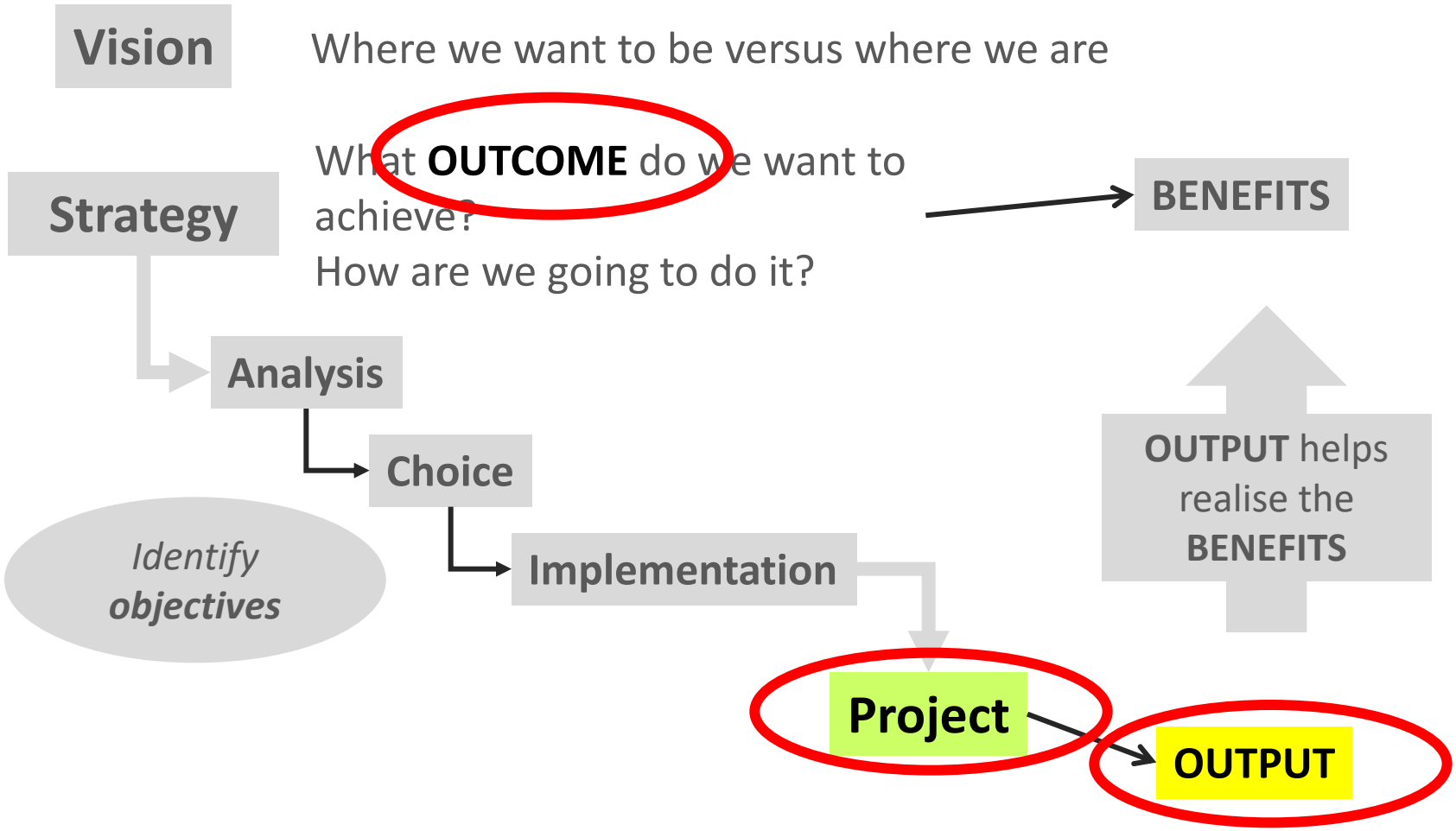
Three things to focus on



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Sustainability in projects

A sustainable **Project**

producing

a sustainable **OUTPUT**

producing

a sustainable **OUTCOME**

This requires different ways of approaching and managing projects

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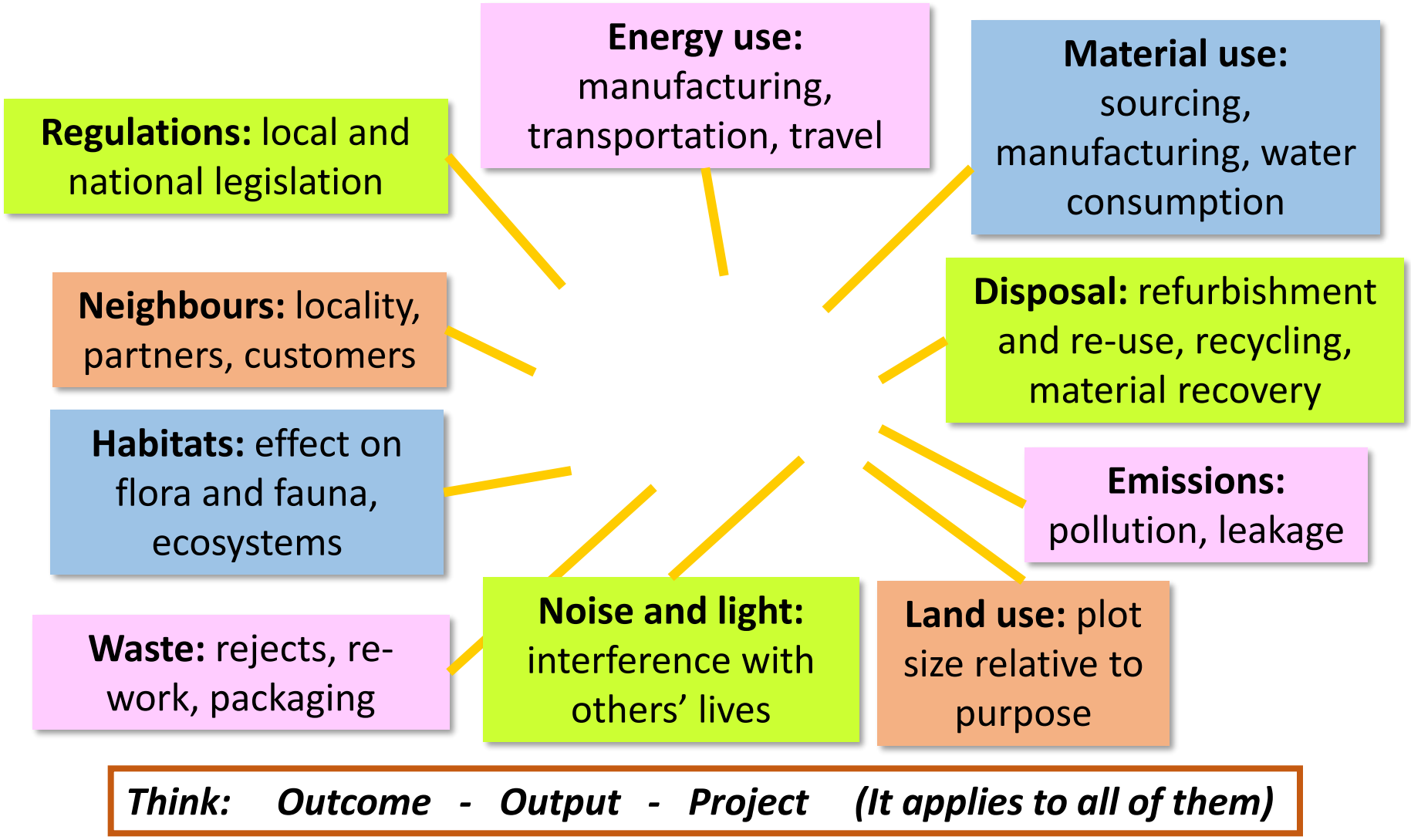
Sustainability in project design



Think: Outcome - Output - Project (It applies to all of them)

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Taking a life cycle approach

B costs more to develop than **A** but has much lower operating costs, needs fewer upgrades and is cheaper to dispose of. It costs 30% more to buy, but its **Life Cycle Cost** is about 30% less.

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Sustainable project management

Old style	New style	Sustainable style
Focus on the Triple Constraint	**Focus on achieving the business result**	**Focus on a sustainable business result**
Plan at the start and do not deviate from the plan	Re-plan in response to the project environment	Plan and re-plan in response to the wider world environment
Stay rigid and focused on the initial plan	**Be flexible, changing and adaptive**	**Anticipate environmental pressures and issues**
Use resources efficiently	Use resources effectively	Use resources effectively and responsibly. Set tough targets within the project
Preach project standards	**Preach business results**	**Preach sustainability**
The project is processes and resources	The project is an organisation with a goal	The project is a mechanism to achieve sustainable change

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The three ‘R’s

REDUCE
Improve efficiency from this…

RE-USE
From this…

RECYCLE
Extract value from this…

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The three Rs plus

REFURBISH
From this…

…to this

REPURPOSE
From cargo…

…to bedrooms

REJECT
Why have this…

…when this works just as well?

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A broader view of success

Project efficiency – meeting time and budget goals

Impact on the customer – meeting requirements and achieving customer satisfaction, benefits and loyalty

Impact on the team – satisfaction, retention and personal growth

Business results – return on investment, market share, and growth

Preparation for the future – new technologies, new markets, and new capabilities

Sustainability – extent to which project balances environmental, societal and economic needs

After Shenhar, A. & Dvir, D. (2007), *Reinventing project management,* Boston: Harvard Business School Press

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Total sustainability management

TOTAL SUSTAINABILITY

- Everyone is involved
- **Focus on customer needs and priorities**
- Everything is part of a process which aids sustainability
- **Continuous process improvement**

Higher sustainability at lower cost

Sustainability **wins more work**

Sustainability can be FREE

- Lower energy use and pollution over time
- **Less waste**
- Smart design means light weight
- **Smart sourcing means less transport**
- More efficient processes

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