BCS PROMS-G Spring School March 2023

Why Responsible Project Management?
Aims and objectives of RPM
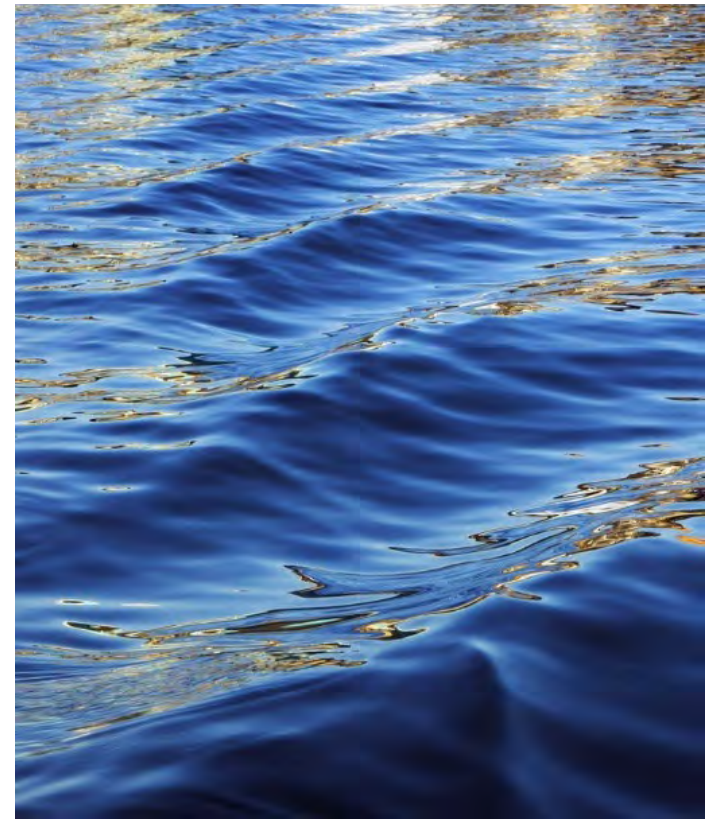
Dr Karen Thompson FSI FHEA FAPM

Week 1   9 March 2023

Why Responsible Project Management?

Dr Karen Thompson FSI FHEA FAPM

Agenda

Why does responsibility matter?

The challenges

How can we improve what we do?

https://padlet.com/karenthompsonrpm/why-responsible-project-management-b16cbzfqnbgb118v

The RPM Core Team

Dr Karen Thompson

Dr Nigel Williams
Reader in Project Management
University of Portsmouth

Dr Shirley Thompson
Responsible Conversations Coach

Responsible
Project Management

Who am I?

Born at 318 ppm

17 years in IS / IT

25 years as an academic at BUBS

Fellowships

- Advance Higher Education
- Association for Project Management
- Schumacher Institute

Member

- BSi Committee for Project Controls
- PMI Curriculum Review Committee
- Project Management Expert, University of Jaffna
- Adjunct Faculty at University of Southampton

Who are you?

(Co2.350.org)

Why does responsibility matter?

Increased visibility of projects

- PM actions increasingly visible

- Many projects fail, many challenged

Data analytics

- Project analytics increase accountability but not responsibility

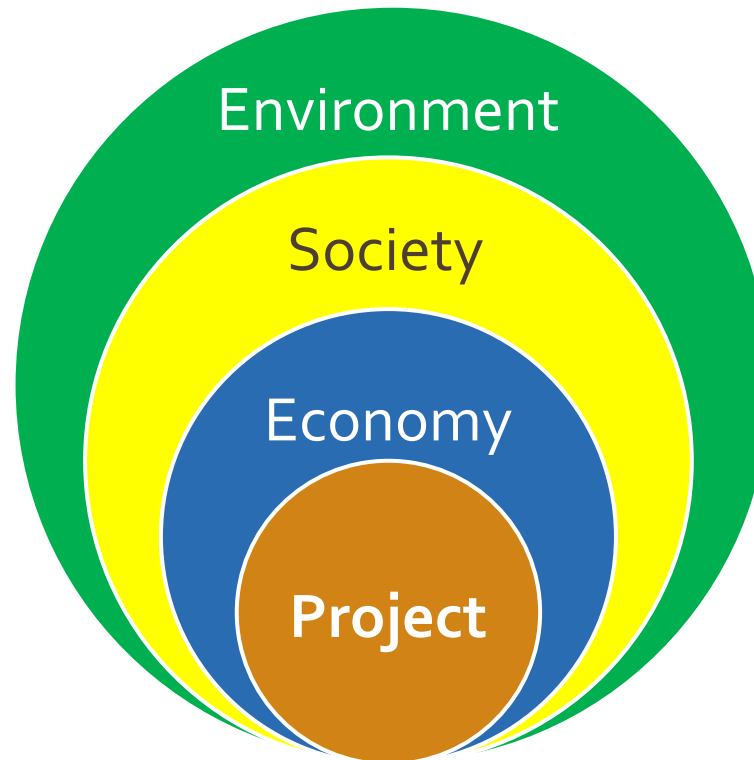**Climate and ecological crisis**

- Net zero targets

- Growing demands for solutions and benefits

Organizations need to demonstrate their values

- If people do not trust the intent of those delivering projects, they will oppose them

- Recruiting & retaining talent

Projects in context

Environment

Society

Economy

Project

Dependencies ….. NOT trade offs

Seeing the big picture
(Systems thinking)

From

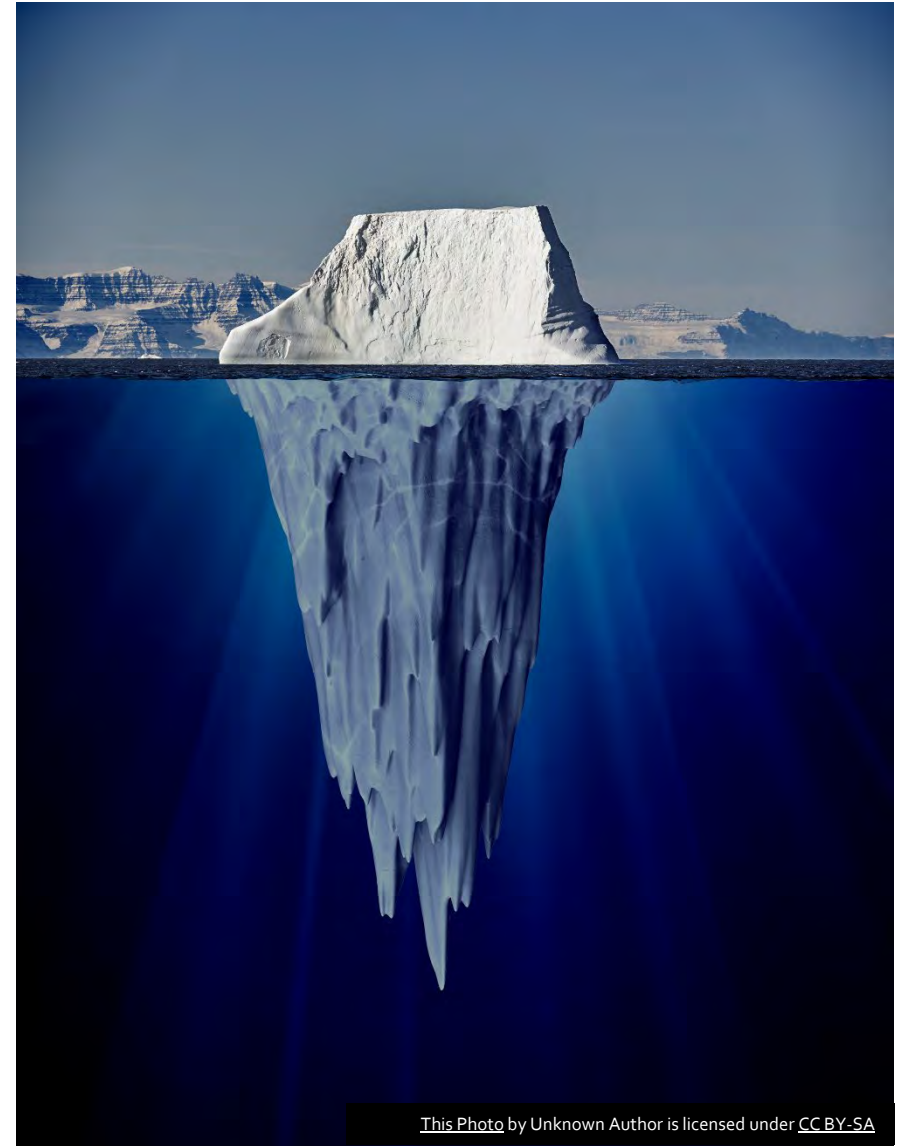This Photo by Unknown Author is licensed under CC BY-SA

Seeing the big picture
(Systems thinking)

To

From

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Group activity 1

How can you reduce your online carbon footprint?

- 5 minutes in your group

- Go to Padlet
  https://padlet.com/karenthompsonrpm/
  why-responsible-project-management-
  b16cbzfqnbgb118v

- Find the column for your group
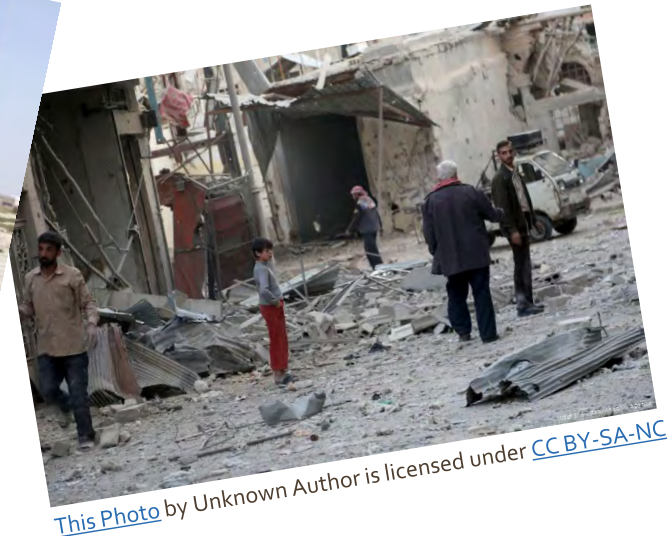
- Write your answers on a note (one per group)

- Post the note in your group column

Responsible
Project Management

The challenges

Existing systems are broken

- Social

- Environmental

- Systemic

"You cannot solve the problems of today with the same thinking that created them." (Einstein)

UN's 17 Sustainable Development Goals
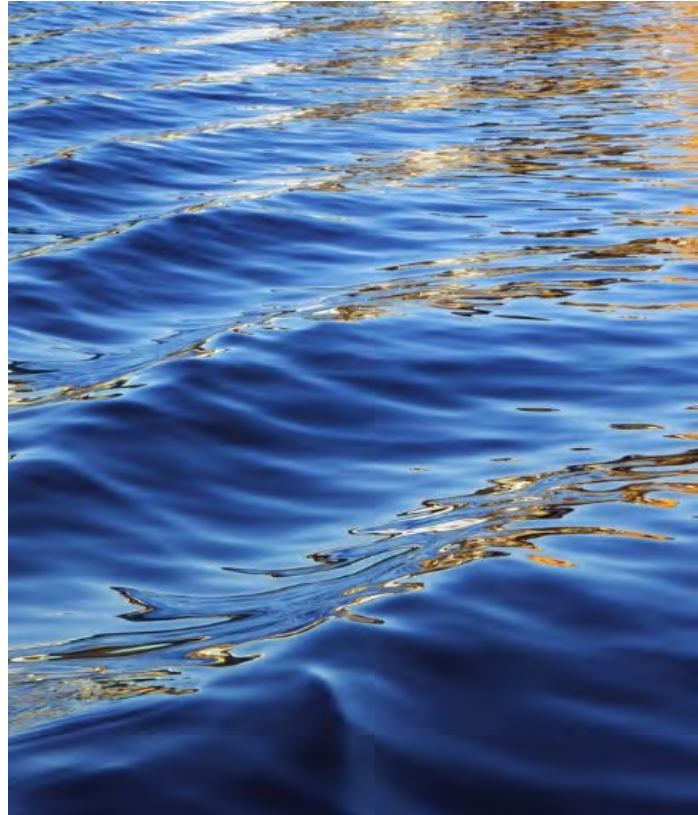
How can we improve what we do?

A Manifesto for
Responsible Project Management

This is a call for project professionals to expand their roles by advocating for beneficial change. This Manifesto aims to help facilitate conversations that value:

- **Conscious awareness** over ignorance of project impacts
- **Regenerative** and circular approaches over consumption, damage and waste
- **Collaboration** and **engagement** over competition and control.

While we recognise that projects programs and portfolios need to deliver outputs, outcomes and benefits, we believe that unless we all look after local communities, society and the natural world, projects will contribute to the destruction of humanity. The signatories to this Manifesto are developing and applying ways of managing projects to realise social, environmental and economic value without preference.

10 Driving Principles

1. Purpose. Identify and understand the intentions underpinning projects from different perspectives

2. Awareness. Raise cognizance of potential impacts and unintended consequences of projects

3. Engagement. Involve a wide range of stakeholders in decision-making and promote common interests

4. Curiosity. Be inquisitive, uncover and address ethical complexity, conflict, and hidden impacts

5. Uncertainty. Recognise knowledge gaps, seek clarity and encourage information sharing

6. Anticipation. Surface changes, evaluate options and promote informed decision-making

7. Creativity. Understand needs for ingenuity and innovation: make space for imagination

8. Transparency. Foster openness and sharing of visions, thoughts, and feelings among stakeholders

9. Stewardship. Encourage considered and ethical management of human and natural resources

10. Balance. Seek harmony between the needs of people, planet and profit; short, medium and long term.

Some of the **signatories to the Manifesto** from 30+ companies & 30+ universities in 16+ countries

Project success

From

Future potential

Business value

Project success

PM success
(cost, time, quality)

(Dalcher 2011)

Project success

From

Future potential

Business value

Project success

PM success
(cost, time, quality)

(Dalcher 2011)

To

PM success

Project success
(stakeholder satisfaction)

Social, environmental & economic value

Future potential
(sustainable for people, planet, prosperity)
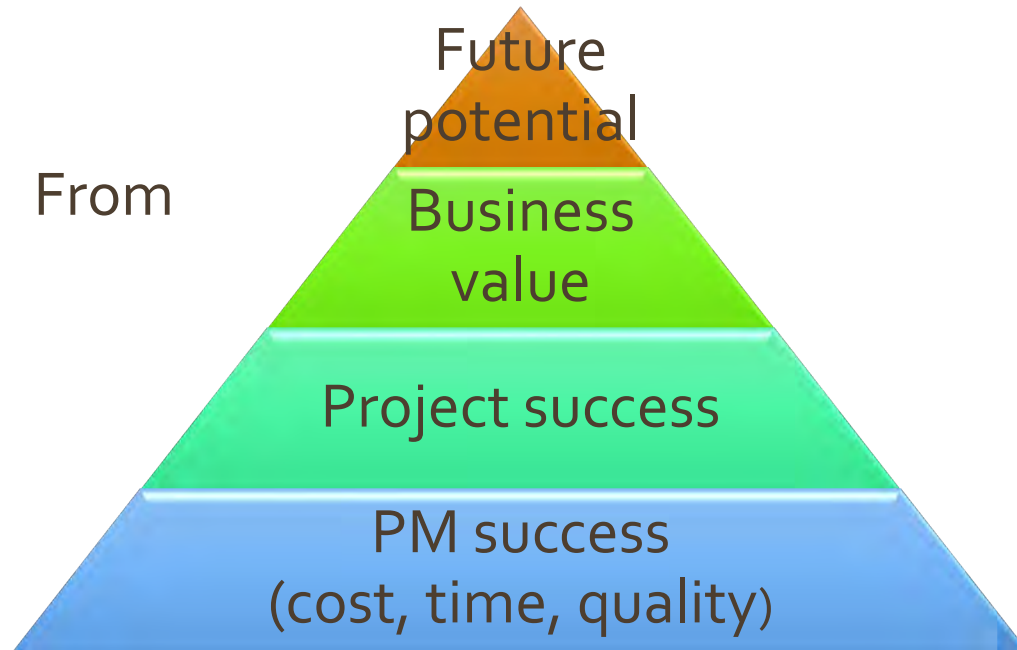
(Thompson & Williams, 2023)

Recognise diverse perspectives

Seen as…food

Wolf

Seen by

Seen by

Seen as…a patient

Veterinarian

Seen by

Seen by

Seen as…income

Farmer

Poet

Seen as…inspiration
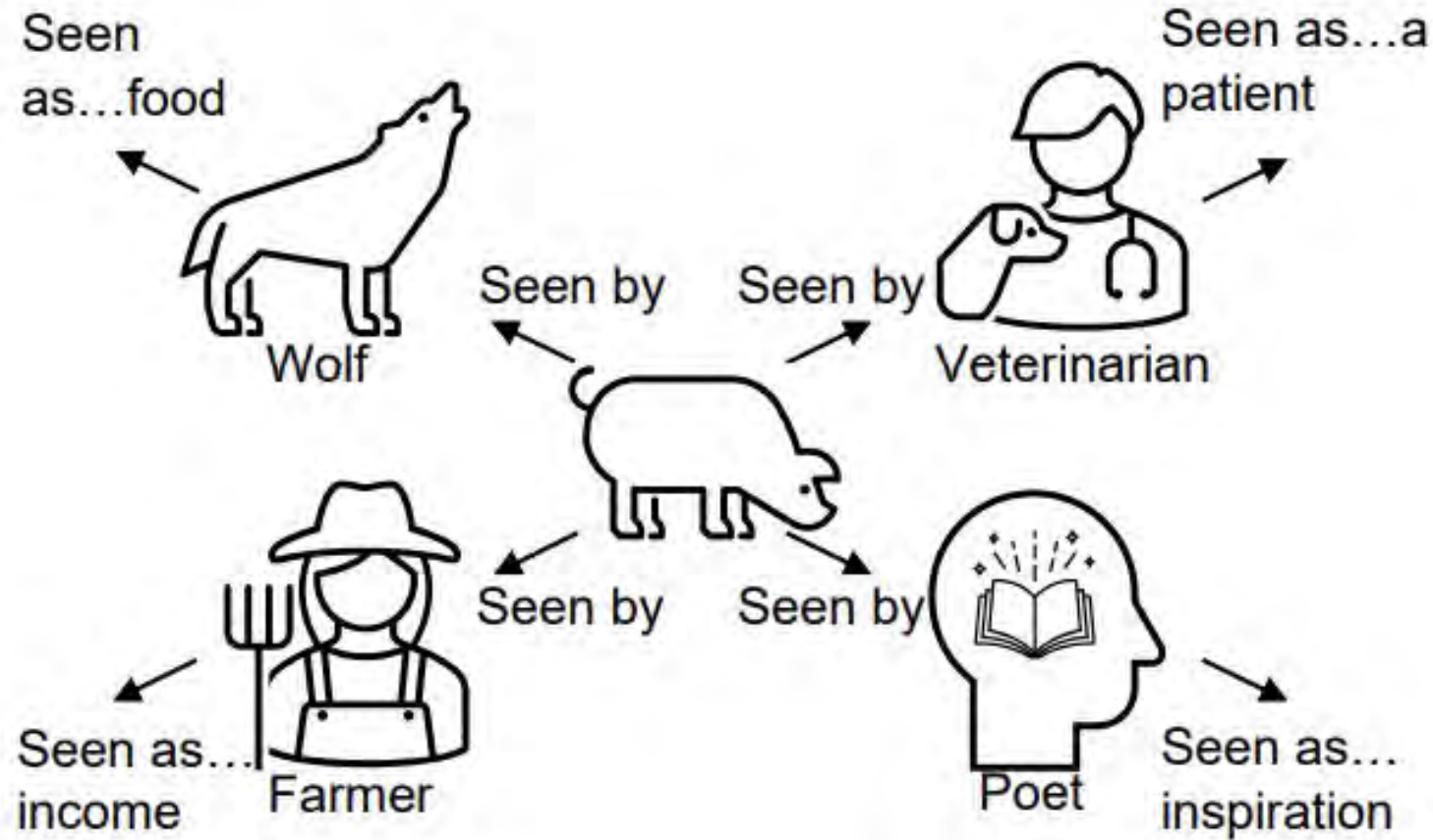
(Government Office for Science, p20)

Restorative approach
(planned vs emergent)

From

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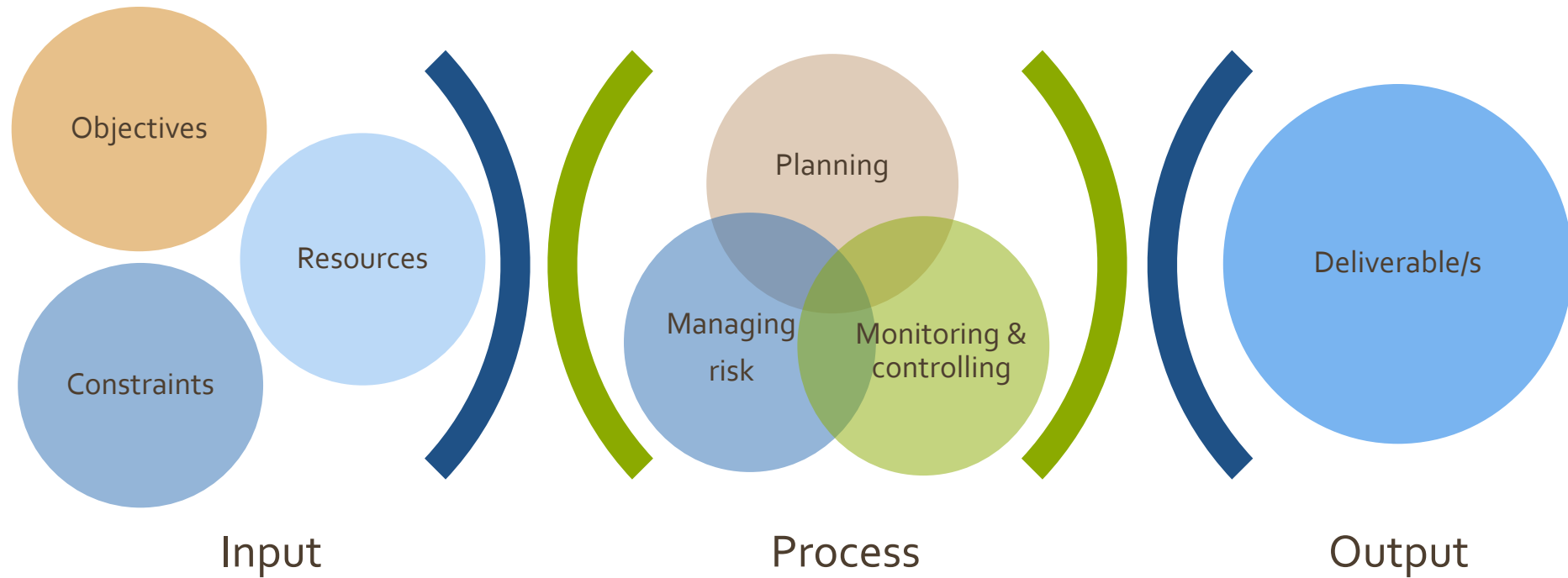
Restorative approach
(planned vs emergent)

To

From

Traditional linear PM process

Input   Process   Output

Objectives · Resources · Constraints · Planning · Managing risk · Monitoring & controlling · Deliverable/s
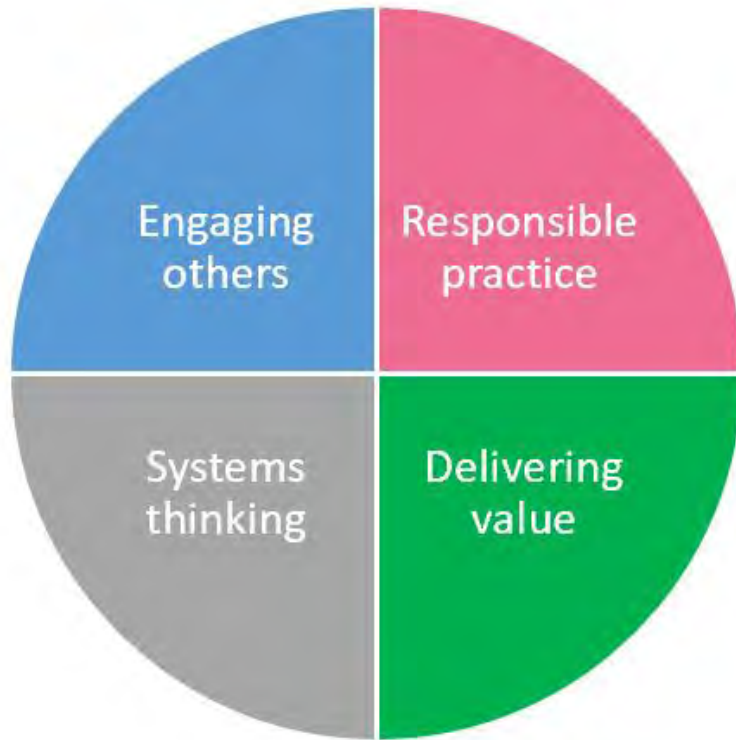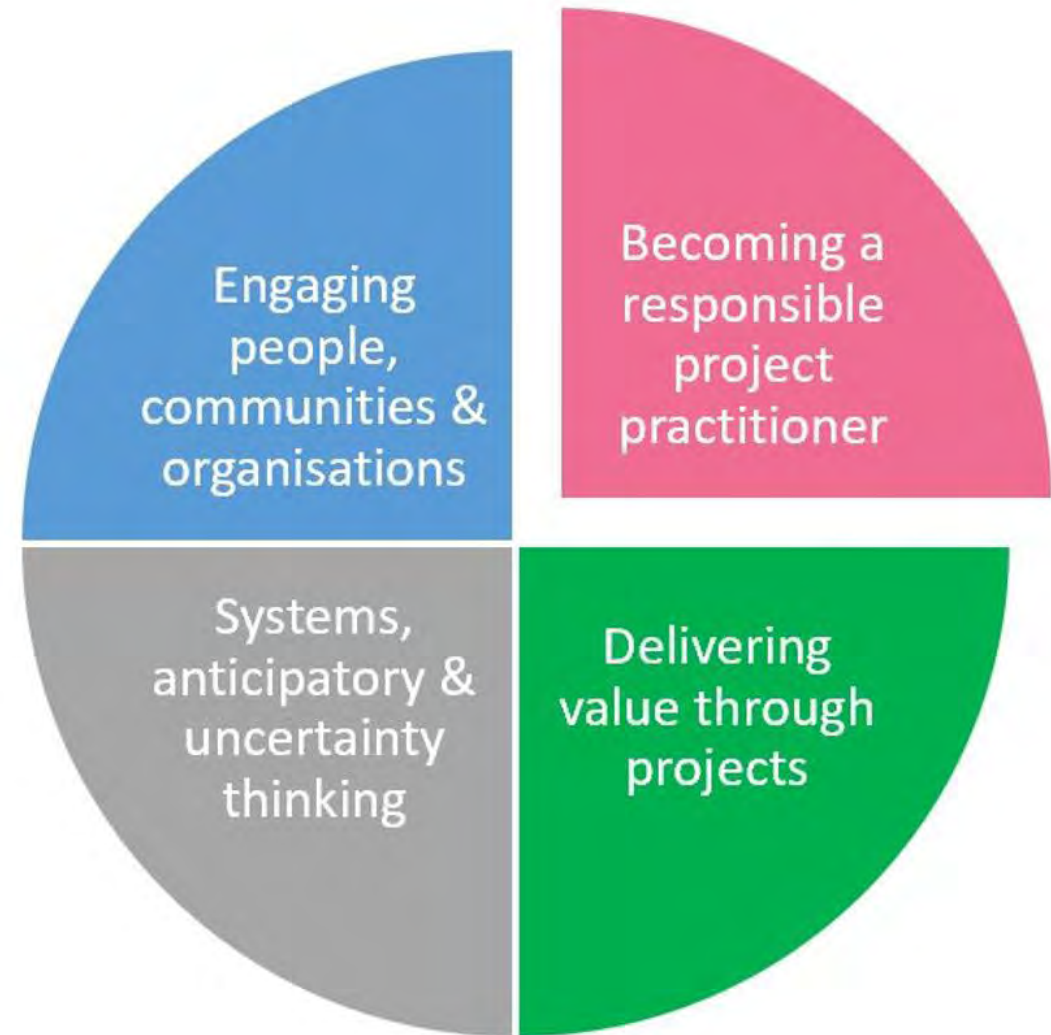
Circular PM Process
(restorative)

New Competencies

RPM Perspectives

RPM Competency Framework

(Thompson , 2022)

Group activity 2

How might you increase social and environmental value in your software project?

- 15 minutes in your group

- Go to Padlet
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  b16cbzfqnbgb118v

- Find the column for your group

- Write your answers on a note

- Post the note in your group column

Responsible
Project Management

Sustainability support for project professionals

Regular monthly online meet-up at **The RPM Café:**
https://www.meetup.com/Responsible-Project-Management/

Develop new competencies using the **Sustainability Mindset**
(as developed by a UN Working Group)

https://www.responsiblepm.com/sustainability-mind-shift

Thank you ☺
Questions & feedback

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