




THE STORY OF THE GREEN PMO

A HISTÓRIA DO PMO VERDE

Deabil, E. (2024). *Green PMO: Leading the sustainable project revolution*. Sentiente

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Abstract

The book review introduces the concept of the Green PMO (Project Management Office), an initiative led by Eman Deabil to integrate sustainability into project management practices. It explores how the Green PMO was conceived, driven by global challenges like climate change and social inequalities, and developed into a collaborative book involving professionals from over 20 countries. The Green PMO provides practical frameworks, strategies, and case studies to help PMOs embed sustainability in their operations. By uniting project managers globally, it aims to drive meaningful, lasting change while fostering thought leadership and networking opportunities in sustainable project management.

Keywords: PMO. Green PMO. Sustainable project. Sustainability. Project management office.

Resumo

A resenha do livro apresenta o conceito do Green PMO (Escritório de Gerenciamento de Projetos Verde), uma iniciativa liderada por Eman Deabil para integrar a sustentabilidade às práticas de gerenciamento de projetos. Ela explora como o Green PMO foi concebido, impulsionado por desafios globais como as mudanças climáticas e as desigualdades sociais, e desenvolvido em um livro colaborativo que envolve profissionais de mais de 20 países. O Green PMO oferece frameworks práticos, estratégias e estudos de caso para ajudar os PMOs a incorporarem a sustentabilidade em suas operações. Ao unir gerentes de projetos globalmente, ele busca promover mudanças significativas e duradouras, enquanto fomenta liderança de pensamento e oportunidades de networking no gerenciamento de projetos sustentáveis.

Palavras-chave: PMO. Green PMO. Sustentabilidade em projetos. Sustentabilidade. Escritório de gerenciamento de projetos.

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Introduction

Sustainability is no longer a trend; it's a necessity, especially in the field of project management. In an era marked by pressing global issues like climate change, resource depletion, and social inequalities, organizations are compelled to reassess their strategies. The Green PMO (Project Management Office) represents a pivotal shift in project management practices, integrating sustainability principles to drive meaningful and lasting change.

This article explores the drivers, development, and impact of the Green PMO initiative, a movement led by Eman Deabil, a project leader and sustainability advocate from Bahrain. Through collaboration with thought leaders from over 20 countries, the Green PMO has emerged as a beacon of innovation, paving the way for a more sustainable future in project management.

The Trigger

The story of the Green PMO begins in November 2023. The initiative was launched on International Project Management Day (IPMD). From the golden sands of Bahrain, Eman Deabil announced the launch of this groundbreaking initiative with a "Call for Authors" posted on social media channels (e.g., LinkedIn, WhatsApp) and sent via email.

However, the seed for Green PMO was planted much earlier when Eman earned two prestigious certifications: the Portfolio Management Professional (PfMP) from the Project Management Institute (PMI), which focuses on managing a portfolio of projects, and the Diploma in Environmental, Social, and Governance (ESG) from the Corporate Governance Institute (CGI), which focuses the strategic dimensions of integrating ESG into business. These accomplishments ignited her desire to merge her knowledge of PMO and ESG into a broader context.

Hence, she began promoting the concept of Green PMO by speaking about it at conferences and events well before launching the collaborative book initiative. Initially, it was challenging to promote the concept because at that time, ESG was merely a trendy acronym, and few people in the project management context understood its implications. In her presentations, she often asked the audience, "Do you know what ESG means?" and around 70-80% of attendees would respond negatively. While there has been a gradual shift in awareness, many people working in the industry still may not fully comprehend the meaning of ESG.

Then, she envisioned a Green PMO model that would transform traditional project management and PMO practices by embedding sustainability into every aspect of the project portfolio lifecycle. Her vision wasn't merely to create a guidebook but to spark a global movement. That's why she decided to pursue a collaborative book rather than a single-authored one, aiming to expand the initiative's reach.

She invited project management professionals worldwide to contribute to the collaborative book. Despite some setbacks, the project flourished, bringing together authors from over 20 countries to create the *Green PMO* book. This comprehensive resource is designed for PMOs looking to integrate sustainability into their practices and for sustainability professionals aiming to adopt project management principles.

In summary, there were two primary triggers for this work:

- **External:** Driven by the pressing global issues of poverty, inequality, climate change, rising temperatures, sea levels, COVID-19, crimes, wars, and their impact on sustainability.
- **Internal:** Eman's desire to create a lasting global impact by uniting leaders from around the world to discuss the intersection of two key disciplines in a single book.

It's important to acknowledge the three individuals who inspired her and shaped her thinking:

- Mohamed Isa: who pioneered collaborative book writing in Bahrain.
- Mohamed Shukri: who advised her to find her unique niche.
- William Grieve: who consistently encouraged her to do her best, believing that the universe would do the rest.

Why Green PMO?

At its core, the Green PMO is about empowering project management professionals to lead the transition toward a sustainable future. The collaborative book, featuring contributions from around 40 authors, serves as a guide for integrating sustainability principles into project management practices. As organizations worldwide face increasing pressure to adopt sustainable practices, the Green PMO provides PMOs with the knowledge, tools, frameworks, and real-world case studies they need to embed sustainability into their operations.

The book highlights the growing need for a new approach to project management, one that addresses the challenges of climate change, resource depletion, and social inequalities. By offering practical guidance on how to incorporate sustainability into every phase of both the project and project portfolio lifecycles, the Green PMO equips project managers with the skill, they need to contribute to a more sustainable tomorrow. It also serves as a roadmap for navigating the evolving landscape of sustainability, with insights from industry experts and successful Green PMO implementations.

Green PMO aims to inspire PMOs to become sustainability leaders within their organizations, fostering a culture of environmental and social responsibility. The book not only makes the case for integrating sustainability into project management but also provides practical frameworks and approaches to doing so. Through real-world case studies and forward-thinking strategies, Green PMO ensures that PMOs are well-prepared to drive change and create a lasting impact.

Thought leadership and networking opportunities

For the contributing authors, the Green PMO represents an opportunity to establish themselves as thought leaders at the intersection of project management and sustainability. By sharing their expertise and perspectives, these authors enhance their professional reputations and increase their visibility within the industry. The collaborative nature of the project also facilitates networking and collaboration among the authors, creating potential future opportunities for partnerships and knowledge exchange.

Readers of the Green PMO book are also likely to be inspired to engage with the authors, fostering a community of practitioners who are committed to driving positive change. The book serves as a valuable resource for both seasoned professionals and those new to the field, providing practical guidance and actionable insights on how to integrate sustainability into project management practices.

Practical guidance for sustainability in project management

One of the key strengths of the Green PMO book is its practical approach to sustainability. The book provides clear and actionable guidance on how to embed sustainability into every phase of the project lifecycle, from planning and execution to monitoring and

evaluation. It also offers strategies and frameworks that can be adapted to suit different organizational contexts and project types.

Through real-world case studies, the book showcases successful Green PMO implementations and highlights the positive impact that sustainable project management can have on both organizations and society. These case studies provide valuable insights into how PMOs can navigate the challenges of sustainability and drive meaningful change.

Addressing a growing need

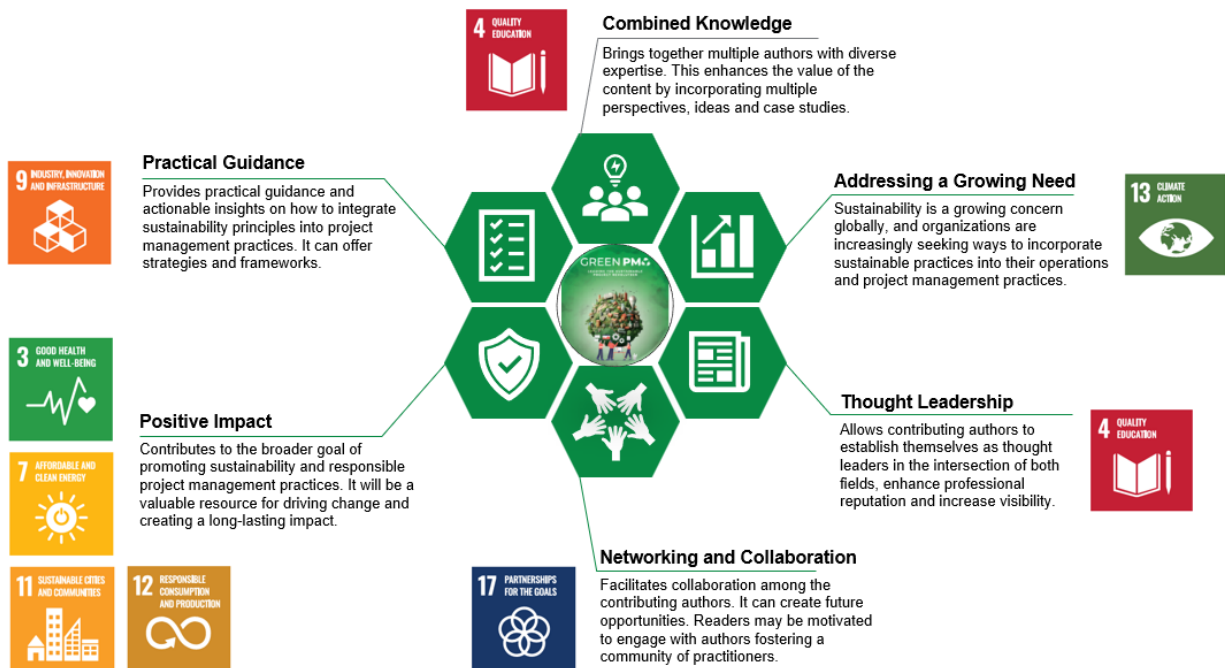
The need for sustainability in project management is growing as organizations increasingly recognize the importance of incorporating sustainable practices into their operations. Green PMO addresses this demand by providing PMOs with the tools and knowledge they need to lead the way in sustainability. By integrating sustainability into their project management practices, PMOs can help their organizations fulfill environmental and social responsibilities while also driving business success.

The Green PMO book brings together the combined knowledge of multiple authors with diverse expertise, making it a comprehensive and valuable resource for project management professionals. By incorporating multiple perspectives, ideas, and case studies, the book offers a well-rounded and holistic view of sustainability in project management.

The graph below illustrates the objectives of launching the Green PMO initiative and how it contributes to several of the United Nations Sustainable Development Goals (UN SDGs 17), which were developed in 2015. Additionally, the chapters of the book highlighted these SDGs wherever relevant.

Figure 1.

SDGs 17



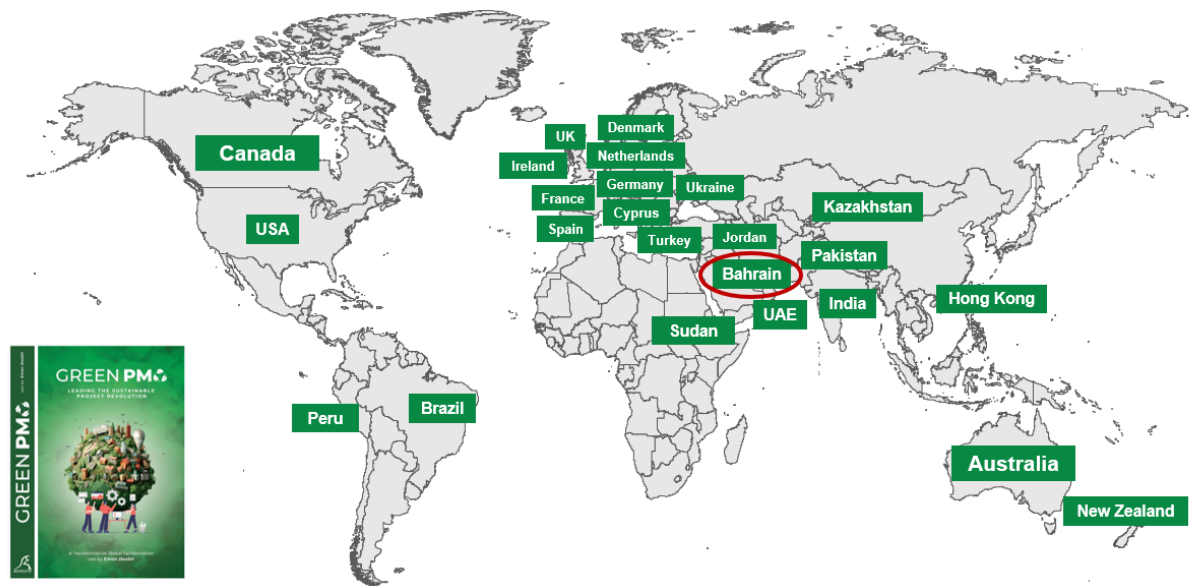
Source: Elaborated by the author, 2024.

The collaborative journey

The journey of the Green PMO was marked by several key milestones. After the official launch of the initiative in November 2023, a call for authors was made. The response was overwhelmingly positive, with many experts joining the movement. Over the next few months, a diverse group of professionals from countries such as Australia, Canada, Denmark, France, Germany, India, Ireland, Spain, Peru, the UK, the USA, and many others contributed their knowledge and insights.

Figure 2.

Countries Where Books Were Published



Source: Elaborated by the author, 2024.

By March 2024, the final manuscript, comprising 37 chapters and contributions from 39 authors (one chapter was authored by 3 individuals), was completed. The Foreword of the book was written by **Antonio Nieto-Rodriguez**, the global champion of project management and author of the "Harvard Business Review Project Management Handbook" (HBR 2021) and the featured article "The Project Economy Has Arrived" (November 2021).

Reviews of the book were provided by renowned PMO champions: **Americo Pinto** (PMOGA Managing Director at PMI), **Laura Barnard** (2021 Top Global PMO Influencer, International Keynote Speaker), **Fatimah Abbouchi** (Australia PMO Influencer), **Ross Garland** (Expert in project, program, and portfolio governance), **Dr. Al Zeitoun** (PMI Fellow and Past Director), **Lloyd J Skinner** (Global Public Speaker on AI in Project Management), and **Frederic Casagrande** (PMO Expert).

- Antonio Nieto-Rodriguez** Green PMO - Leading the Sustainable Project Revolution” is an essential guide for project managers. This book isn't just timely; it's a call to arms, one I've been passionate about for years, as echoed in my Harvard Business Review articles. It emphasizes project managers' critical role in embedding sustainability into the very fabric of their organizations.
- Laura Barnard** Project managers will find each chapter rich with tools necessary to not only achieve project goals but to also create a significant IMPACT on our global environment. It's imperative now more than ever that project managers leverage this book to lead their projects and organizations towards a more sustainable future. Let Green PMO inspire and equip you to be a pivotal force in the sustainable project management revolution.
- Americo Pinto** By exploring strategic approaches and offering actionable guidelines, 'Green PMO' serves as an essential resource for PMO leaders committed to pioneering sustainability efforts. As we look to the future, 'Green PMO' demonstrates that sustainable project management is not merely a trend, but the blueprint for responsible and successful leadership in project management.
- Fatimah Abbouchi** This book is not just a call to action; it's a roadmap for creating a more sustainable future through project management. A must-read for anyone passionate about driving positive change in their organizations and beyond. Moreover, it underscores the importance of strong project management skills in harmonizing diverse perspectives, making it a remarkable achievement in its own right.

Throughout this collaborative journey, several sneak peek events were held, including an online event celebrating International PMO Day (May 13, 2024) and a special announcement on World Environment Day (June 5, 2024). Another event took place on June 14th at the PMiP (Project Management in Practice) conference in Boston, where the story of the Green PMO was shared with a group of students and faculty members. Special thanks go to **Dr. Richard Maltzman** for securing a speaking slot to discuss the book's journey.

The Corporate Governance Institute (CGI) event was another platform to promote the book. Held in July, Eman spoke about the impact of Green PMO on value delivery from the perspective of board directors and executive management.

During this period, numerous other events were also held, including a PMI webinar that attracted over 2,500 live attendees and has garnered more than 9,000 views on the recording (with the number still increasing).

Regular status updates were published to maintain momentum and engage the audience. By July 2024, the Green PMO book was officially launched and quickly became a bestseller on Amazon, ranking #1 for approximately 6 days after its release. This demonstrated widespread interest and demand for sustainable project management practices.

#1 Amazon Bestselling

Regular status updates, teasers, and personalized marketing posts for each co-author were instrumental in the successful launch of the book. According to several co-authors, these efforts generated interest, curiosity, and enthusiasm, leading to a growing audience with each post.

Figure 3.

Book Roadmap Construction



Source: Elaborated by the author, 2024.

The Global Reach and Impact

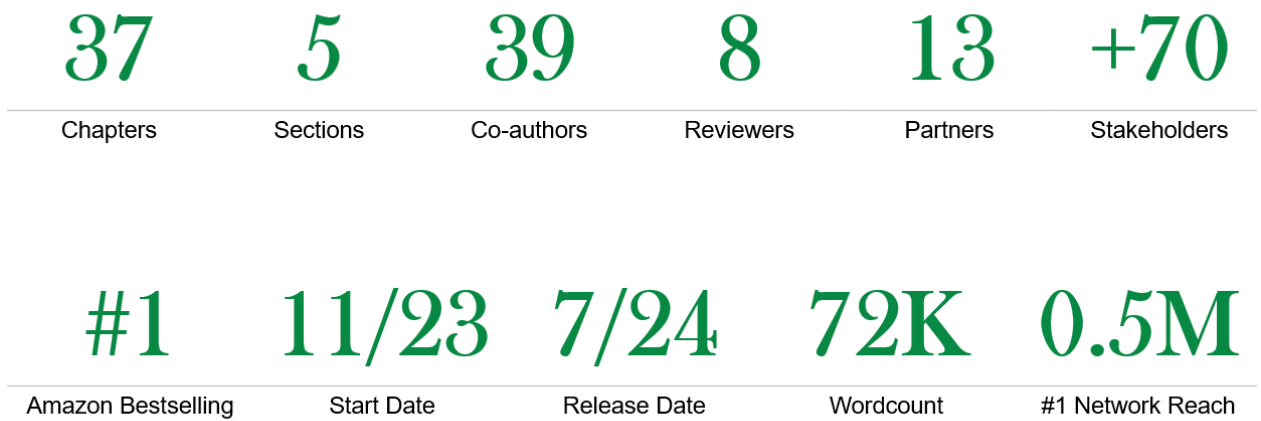
One of the most remarkable aspects of the Green PMO is its global reach. With contributors from more than 20 countries, the initiative represents a truly international effort to promote sustainability in project management. This global collaboration not only enhances the credibility and value of the content but also fosters a sense of community among project management professionals who are committed to making a positive impact.

The Green PMO movement is more than just a book; it’s about creating a lasting legacy. By uniting thought leaders in project management and sustainability, Green PMO has the potential to drive significant changes in the way projects are managed. The movement encourages project managers to rethink their traditional approaches and adopt more sustainable practices that benefit both the environment and society.

The graph below shows the Green PMO in numbers:

Figure 4.

Book Information



Source: Elaborated by the author, 2024.

5 Themes in 5 sections

The Green PMO consists of 37 chapters categorized into 5 themes. Organizing the chapters was not a straightforward task, as many chapters overlapped. However, it was essential to balance the content and provide depth to each theme. Below is the list of themes and corresponding chapters:

Table 1.

Books Chapters

<p>Section A: The Evolving PMO Role As the PMO's role has evolved significantly lately, it is now essential for organizations to consider how PMOs can contribute to sustainability goals. This section explores the changing landscape of PMOs, discussing the challenges and opportunities they face in the context of sustainability.</p>	<ul style="list-style-type: none"> • Chapter 1: PMOs Driving Sustainable Value - Ayman Saif • Chapter 2: Leading Sustainability Initiatives: The Role of the Project Management Office (PMO) - Dr. Éamonn V. Kelly • Chapter 3: Driving Social and Economic Impact with PMOs - Gaurav Dhooper • Chapter 4: Sustainability and the Project Management Office (PMO) - Dr. Gilbert Silvius • Chapter 5: From Traditional to For-Purpose: PMOs Driving Organizational Transformation - Dr. Joel Carboni • Chapter 6: Harmonizing Work and Well-being: The Mastery of Rest by PMOs - Luis Guardado • Chapter 7: Sustainability as a Project Success Measure - Dr. Mustafa Hafizoglu
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<p>Section B: Strategies, Methodologies, Frameworks, and Models Integrating ESG into PMO practices requires a strategic approach. This section presents various strategies, methodologies, frameworks, and models that can be adopted. It explores the benefits and challenges of different approaches, providing insights for PMOs to choose the most suitable path.</p>	<ul style="list-style-type: none"> • Chapter 8: Green PMO: Creating an ESG Driven PMO - Eman Deabil • Chapter 9: Optimizing PMO Resource Allocation: A Sustainable Approach - Ievgen Vyshnevetskyi • Chapter 10: Balancing Sustainability and Profitability: An Examination of the Importance of Cost-Benefit Analysis in Green Project Management - Melicia Grant • Chapter 11: PR Strategy for Social Engagement on Complex Projects - Sayed Bader Alawi • Chapter 12: Integrating Sustainable Development Goals to Global Project Management: A Framework for Positive Societal Impact - Sheeba Hasnain • Chapter 13: Agile and Green: Adapting Agile Methodologies for Sustainable Project Management - Dr. Tony Prensa
<p>Section C: Case Studies and Real-World Applications Learning from the experiences of others is invaluable. This section showcases successful case studies of PMOs that have implemented sustainability initiatives. By analyzing these examples, readers can gain insight into the challenges, lessons learned, and positive impacts.</p>	<ul style="list-style-type: none"> • Chapter 14: Project Management for Green Destinations: Sustainable Tourism Across Continents - Aina Alive • Chapter 15: An Attempt to Decarbonize the Project Portfolio - Anara Asylbekova • Chapter 16: LASE: A Project for a Sustainable Tomorrow - Cristhian Ortiz Elizarbe • Chapter 17: Integration of ESG to Address the Challenges and Potential Impacts of Digital Transformation - Erin Beilharz, Saskia Rindfleisch, Tobias Strelow • Chapter 18: Embracing Sustainable Project Management in Healthcare for a Greener and Efficient Tomorrow - Kshitiza Bawa • Chapter 19: Mishwar 7ayat: A Project to Impact the Well-Being of Geriatrics - Maali Qasem Khader • Chapter 20: Scaling the Heights of Sustainability: Green Project Management and Waste Management in the Mountains - Madhu Sarda • Chapter 21: Customer Journey and Sustainability: Case Study of a PMO-led Transformation in Wind Energy - Manuel Ancizu • Chapter 22: California Goes Green - Naomi Caietti
<p>Section D: Critical Perspectives and Standpoints While sustainability integration offers numerous benefits, it is essential to address it with a different lens. This section explores different viewpoints and perspectives on the topic.</p>	<ul style="list-style-type: none"> • Chapter 23: Green Transition: Adaptive Change and Paradoxes - Constantinos Hadjigeorgiou • Chapter 24: Bridging the Gap between Sustainability Strategy and Execution - Lenka Pincot • Chapter 25: Navigating a Sustainable Future: The Cost-Efficient Shift from Project to Product Mindset - Luis Gonçalves • Chapter 26: Project Management in GCC Healthcare: Navigating Challenges and Opportunities in 2024 - Dr. Mazin Gadir • Chapter 27: The Barriers to a Green PMO - Peter Botond Mihok • Chapter 28: Sustainability Beyond Borders: The Vision of a Planetary PMO - Ricardo Sastre Martín • Chapter 29: An Exciting Moment Loses and Regains its Lustre: The Story of the Green Project Management Book - Rich Maltzman • Chapter 30: Engagement Programs for Sustainability Impact: Unleashing the Power of Your People - Sarah Woolmington
<p>Section E: Digital Era and Future Directions Technology plays a crucial role in supporting sustainability initiatives within PMOs. This section examines emerging trends and future directions, exploring the potential</p>	<ul style="list-style-type: none"> • Chapter 31: The Green Transition: When Technology, Project Management, and Sustainability Intersect - Asad Ansari • Chapter 32: Strategic Conscious Leadership: How Project Intelligence Shapes the Future of the PMO - Fola F. Alabi • Chapter 33: Greening Digital Projects: Adopting the SDGs - Dr. Gianluca Odoardi • Chapter 34: Harnessing Effective Prompts for Generative AI Models in Environmental Impact Assessment - Kristian Bainey

<p>challenges and opportunities that lie ahead in the digital age.</p>	<ul style="list-style-type: none"> • Chapter 35: Educating for Change: The Greening of Our Curriculum - Nahla Nabil • Chapter 36: Sustainable Synergy: Embedding Green Technology into Project Management - Suman Ghosh • Chapter 37: Sustainable Project Management: Nurturing a Green PMO for a Healthier Future - Zubair Siddiqui
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Source: Elaborated by the author, 2024.

Best Sustainable Initiative 2024

Life will never stop rewarding hardworking individuals and masterpieces!

In April, the lead author of the Green PMO received an invitation to apply for the PowerList Middle East Awards. Initially, she was hesitant to apply with the initiative still in development. However, as more nominations and invitations poured in, she decided to participate and was awarded the Best Sustainable Initiative for 2024 in June. The judges were impressed by the initiative's potential and intended outcomes. The ceremony was held under the patronage of the President of the Shura Council, His Excellency Ali Bin Saleh Al Saleh. This marked a significant achievement for the entire Green PMO initiative.

Figure 5.

Author Picture Recognition



Source: Elaborated by the author, 2024

Challenges

Throughout the journey of the Green PMO, many challenges were encountered:

- **Managing a Global Team:** Managing a diverse group of authors from different time zones and cultural backgrounds presented logistical challenges. Ensuring effective communication and collaboration was essential.
- **Maintaining Consistency:** Ensuring a consistent tone, style, and approach throughout the book while allowing authors to contribute their unique perspectives was a balancing act.
- **Balancing Sustainability and Practicality:** Striking a balance between theoretical concepts of sustainability and practical applications for project management was crucial.
- **Addressing Diverse Experiences:** Incorporating the varying perspectives and experiences of the authors while maintaining a cohesive narrative was challenging.
- **Meeting Deadlines:** Managing multiple deadlines and ensuring timely contributions from all authors required effective time management and follow-up. Many authors from the initial list of applicants were left behind due to not meeting the deadlines.
- **Quality Control:** Ensuring the quality and accuracy of the content, including references and citations, was a time-consuming process. And although AI was leveraged to do the proofreading part, the outcomes were not always as intended and expected, so rounds of reviews were indeed needed.
- **Navigating Publishing Processes:** Understanding and navigating the publishing process, including legal and contractual agreements, reviews, and marketing strategies, was essential.

Overcoming these challenges required effective communication, collaboration, and a commitment to the project's goals. Through perseverance and teamwork, the team was able to successfully complete the book and make a meaningful contribution to the field of project management.

The future of Green PMO

The Green PMO movement is just beginning. As sustainability remains a priority for organizations worldwide, the role of PMOs in driving sustainable change will become even

more critical. Green PMO provides a roadmap for the future, guiding PMOs through the challenges and opportunities of sustainability in the coming era.

Looking ahead, Green PMO will continue to evolve, with new strategies, methodologies, and technologies shaping the future of project management. The book's authors have laid the foundation for a more sustainable approach to project management, and their work will continue to inspire and guide future generations of project management professionals.

Conclusion

The Green PMO is more than just a book; it's a movement that has the potential to revolutionize the way projects are managed. By embedding sustainability into every aspect of the project lifecycle, Green PMO empowers project management professionals to make a profound impact on both their organizations and the world. As the movement continues to grow, it will inspire more PMOs to embrace the challenge of sustainability, leading the way toward a brighter, more sustainable future.

Green PMO will serve as a catalyst for numerous other collaborative initiatives in project management – Eman Deabil.