



Project Management in the Food Supply Chain

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Mathematician
Numerical Analyst
Systems Analyst
Project Manager

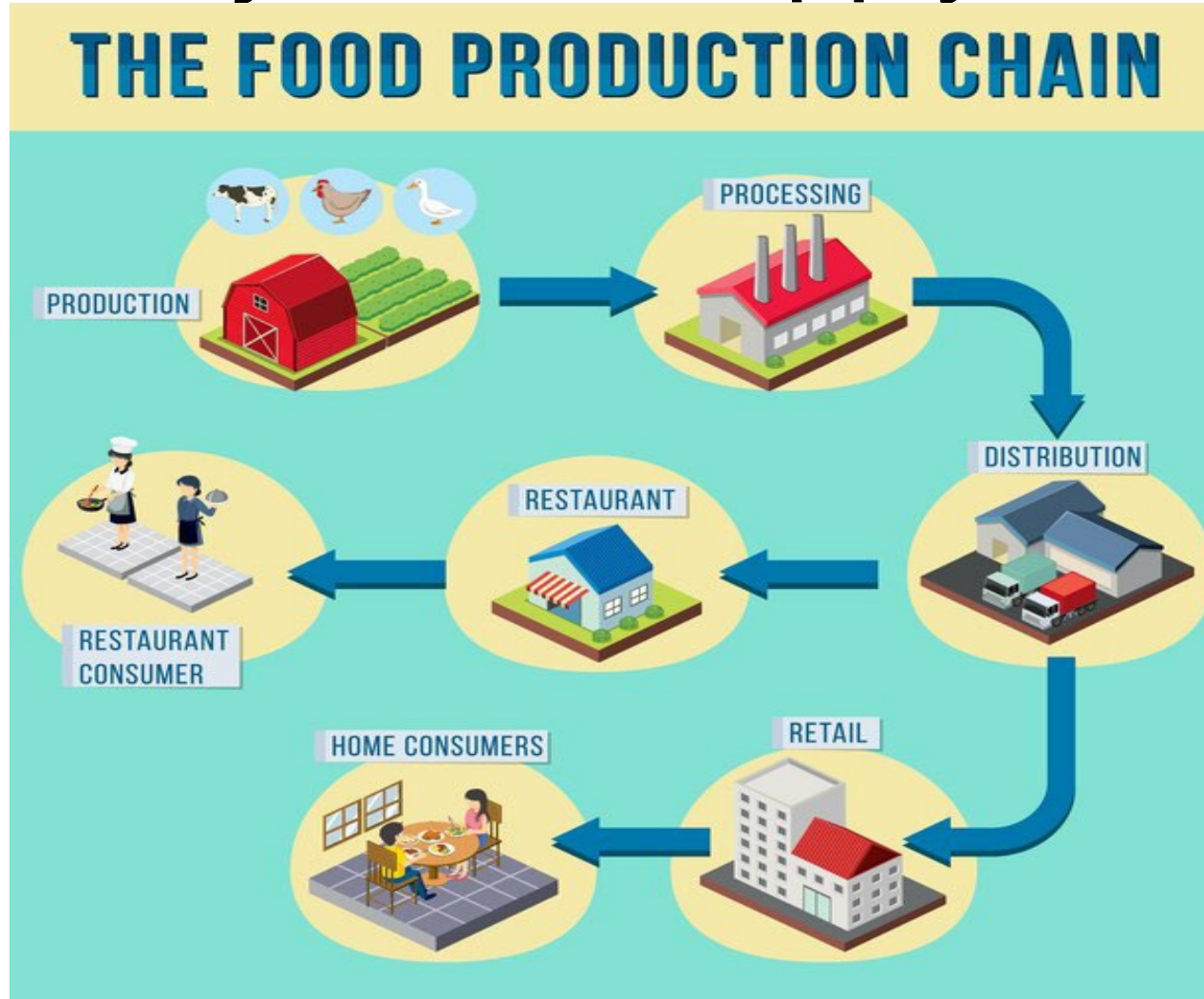


Content

- Food is a projectized industry
- The Grand Challenges we face
- Some project management essentials
- Responsible project management
- Some good and some bad ideas
- How can we influence the direction of our industry?



A Projectized Supply Chain

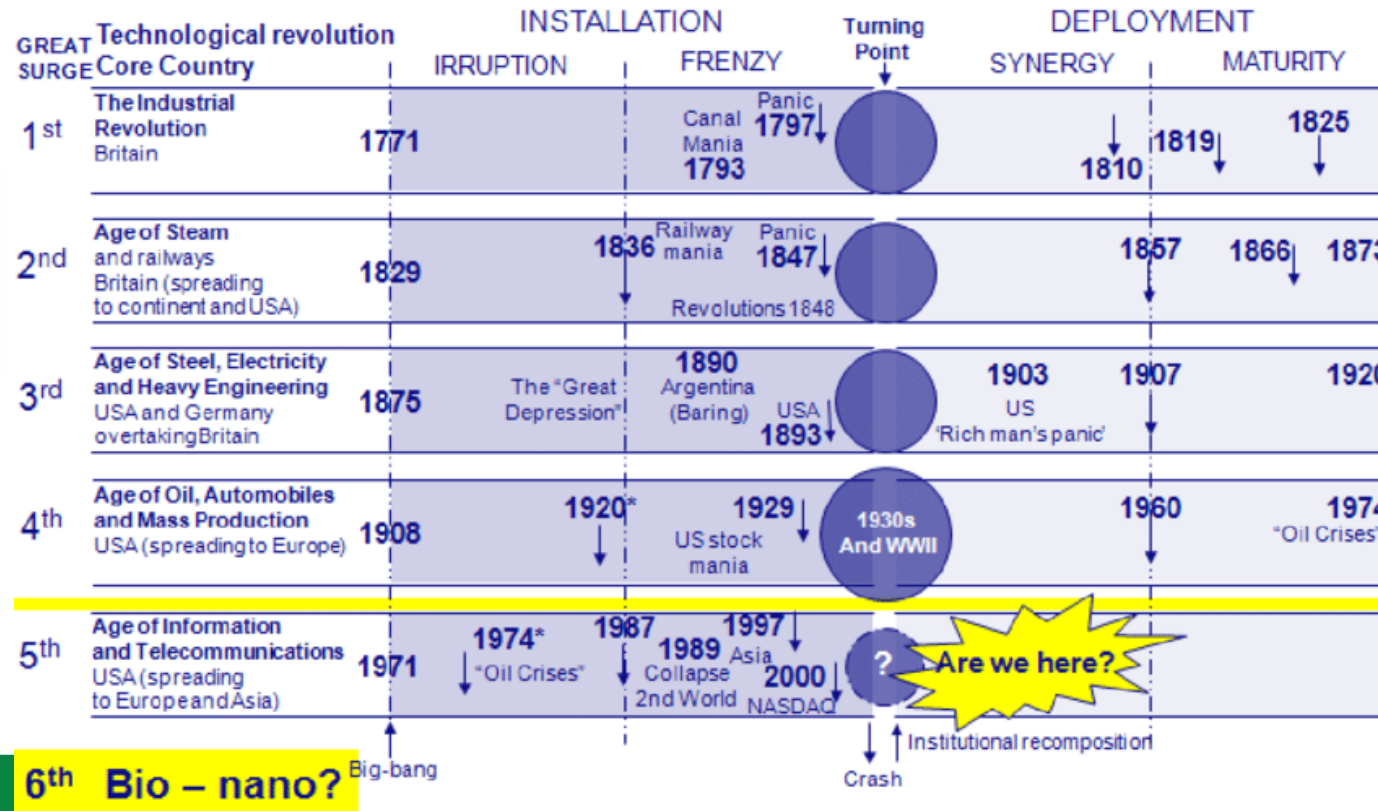


The Triple Tsunami

5th Technological Revolution

Climate Change

Population Growth



The Effect of Projects

Everything man made you see is a result of a project

So, everything good you see is a result of a project...

...as is everything bad

We live in a world of intended and unintended consequences



So, what is the real project management challenge?

Increasingly, organizations turn to project managers for ideas and solutions...

...to deal with **new** social and technological problems

In this presentation we will discuss the key drivers that lead to better project outcomes (but better for whom?)

We will look at some clever ideas as well as some very bad ones to help us steer project management into a new direction



So, what is the real project management challenge?

Do you have a favorite project you can use as a beacon?

Do you know any bad projects?

If so, would you have managed them better?

Which project constraint/performance indicator did you use as the driver to help you decide?
In other words, which was your key priority?

Why does project management itself even exist?



<https://www.freepik.com/>



So, what is the real project management challenge?

After all, project management evolved from the promise that we are the best to deal with our world of limited resources (for one reason or another)

The objective today is to share some ideas that will make our projects more thoughtful



An example of many projects



So, what is the real project management challenge?

If so many projects fail...

and if many projects have side effects...

and if CO₂ emissions and climate change is a result of thousands of successful projects...

...do we need to shift the way we think about managing projects?



Project Management Essentials

A project is a temporary human endeavor that contains uncertainty

**SUSTAINABILITY
OR
VALUE**

BENEFITS

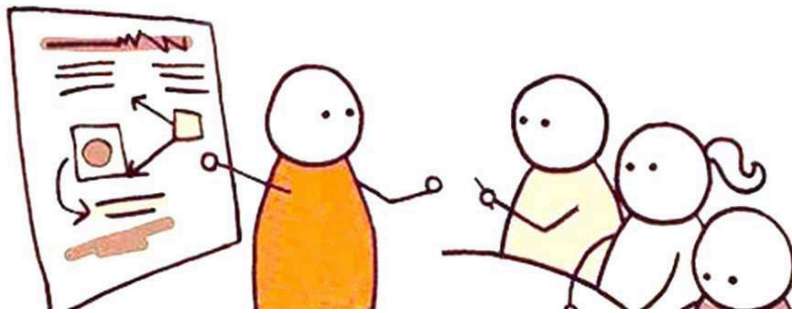
RISK

SCOPE

QUALITY

COST

TIME



Project Management Essentials

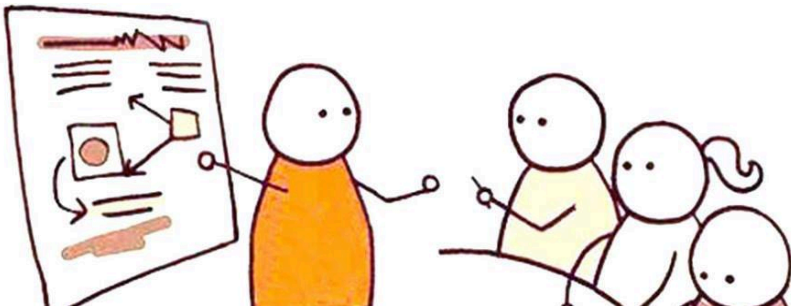
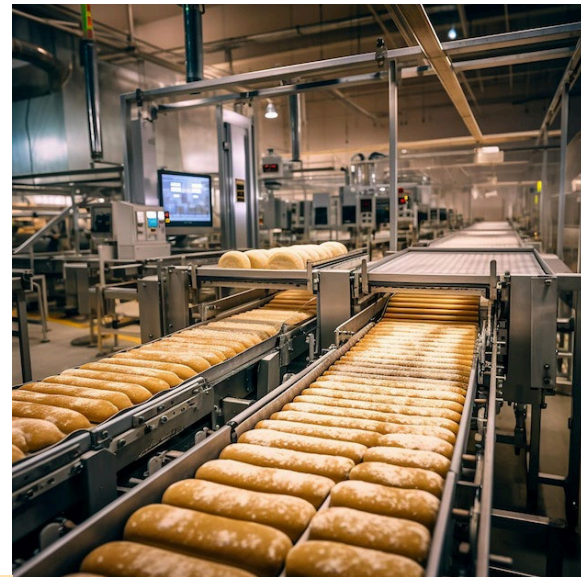
A project is a temporary human endeavor that contains uncertainty

Plan

Manage Risk

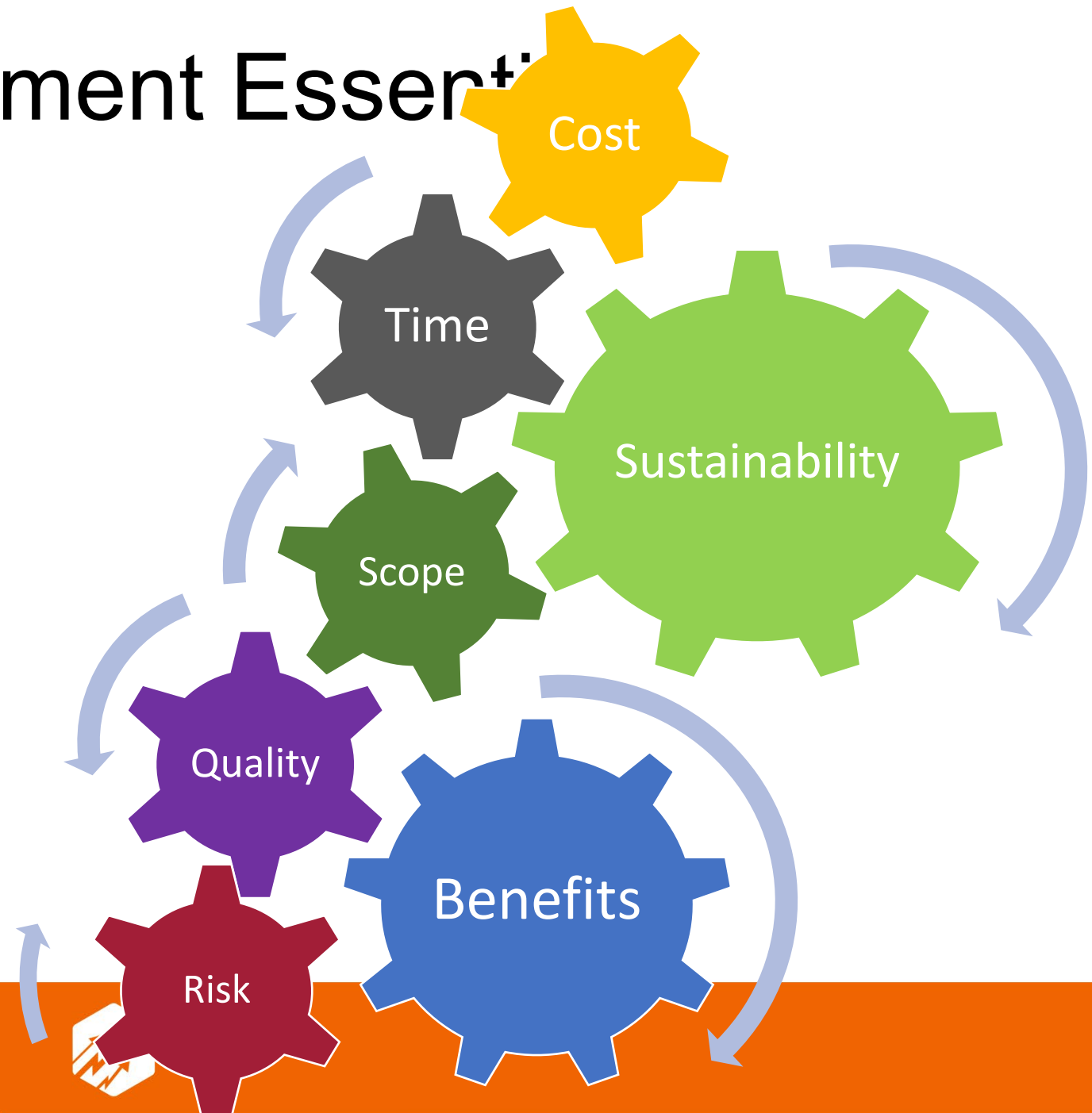
Manage Quality

Manage Communications



Project Management Essentials

VALUE



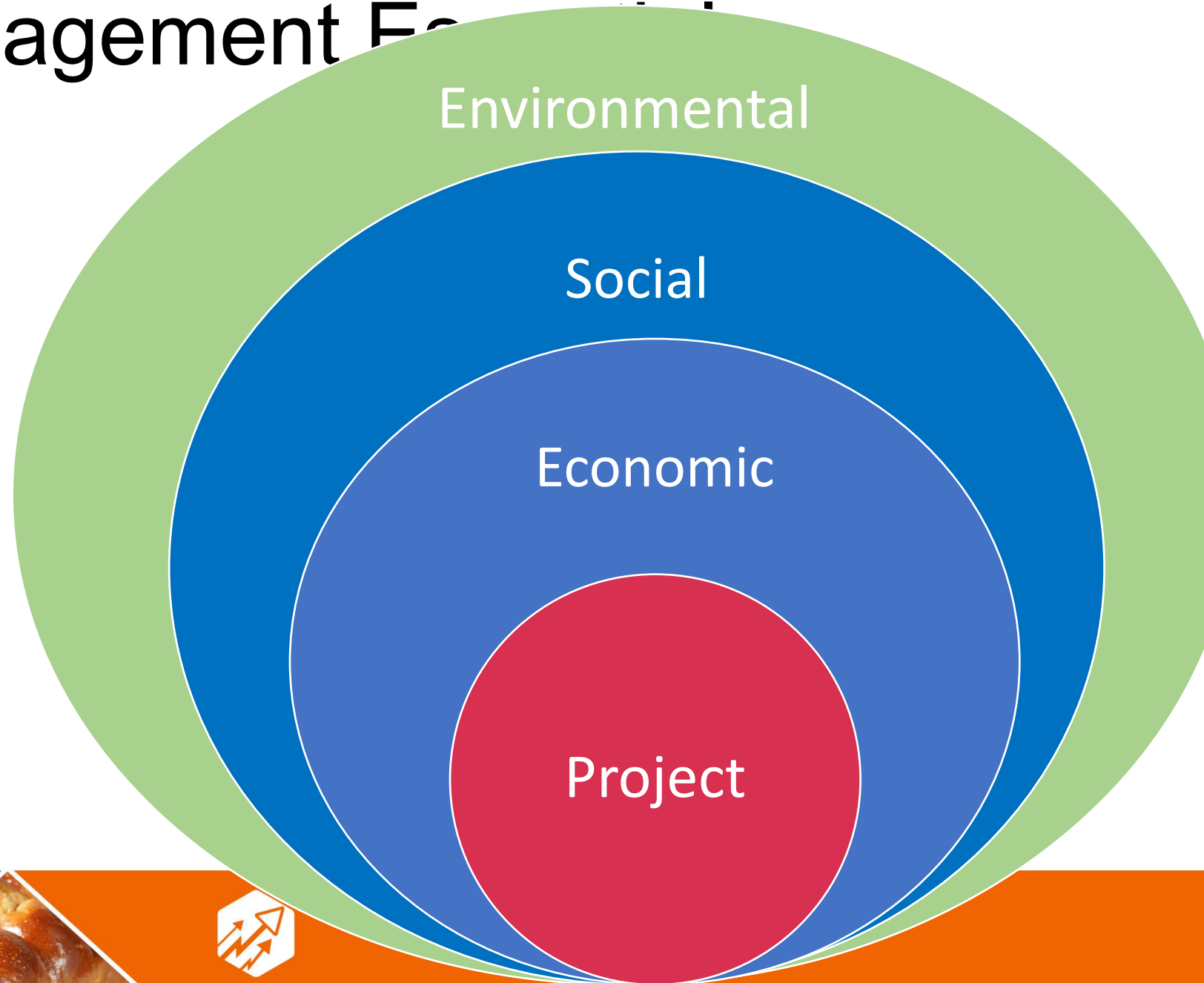
Project Management Framework

VALUE

Planet

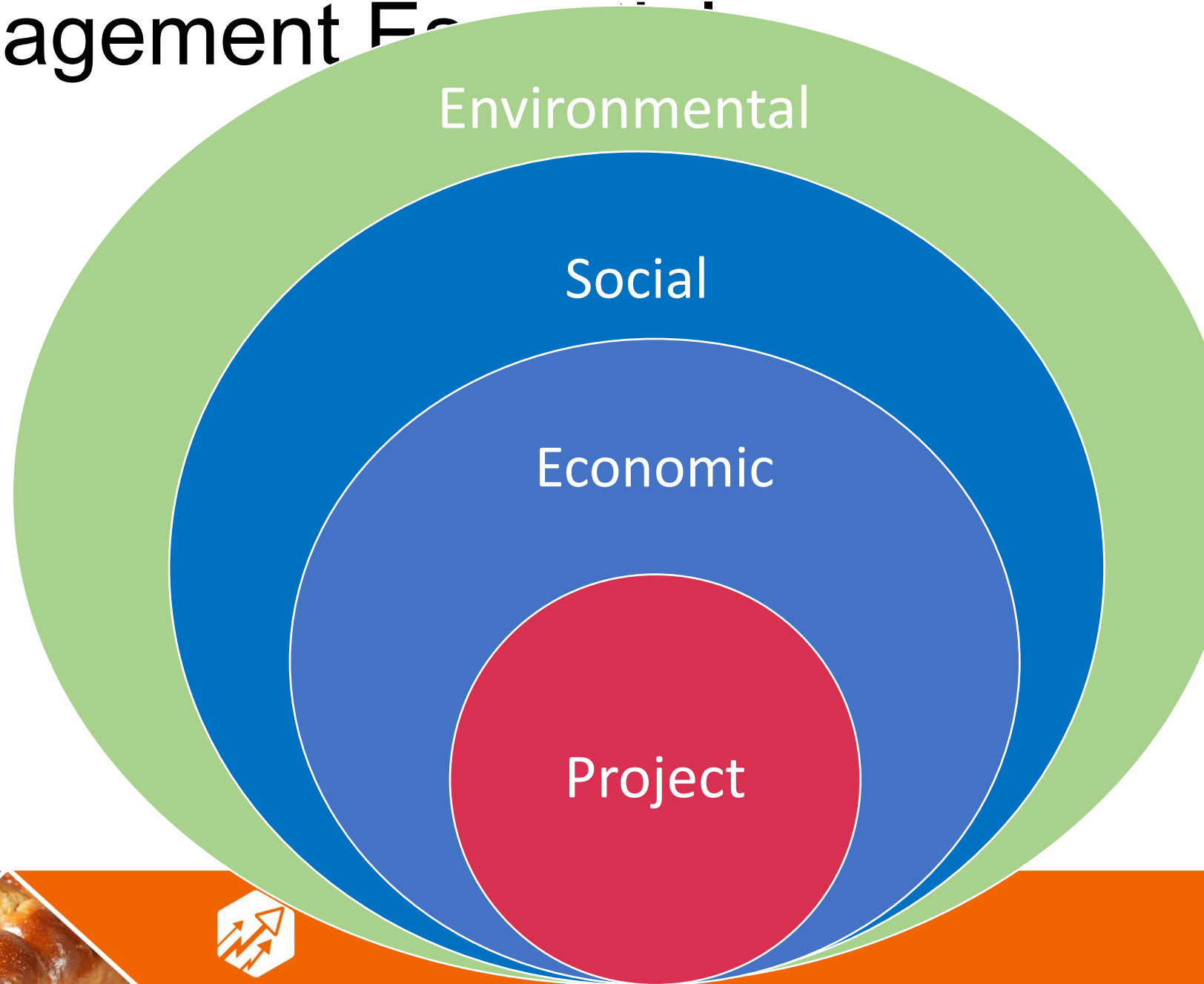
People

Prosperity



Project Management Framework

In other words, when we talk about value, or benefits, we need to distinguish clearly between **financial**, **social** and **environmental** value



Responsible Project Management

I am
saving
souls

THREE BRICK LAYERS ARE EACH ASKED:
"WHAT ARE YOU DOING?"

THE 1ST SAYS, "I AM LAYING BRICKS."

THE 2ND SAYS, "I AM PUTTING UP A WALL."

THE 3RD SAYS, "I AM BUILDING A CATHEDRAL."



Responsible Project Management

This is a call for project professionals to expand their roles by advocating for beneficial change 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
- 🌍 **Systems thinking** over isolated elements



RPM Values

Systems thinking to better understand uncertainty and anticipate opportunities from harmonising interests

Conscious awareness of project impacts, opportunities and potential benefits











Collaborate & engage for ethical decision making & adaptation over short, medium and long term

Regenerate project and sustain natural, social, and economic resources to deliver value for people, planet and prosperity



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.

Responsible Project Management

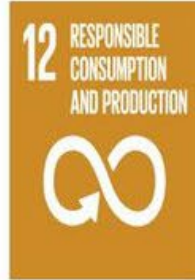
SUSTAINABLE DEVELOPMENT GOALS



RPM – SDG Alignment

Planet

Resources



Environments

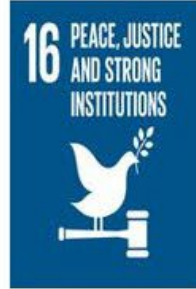


People

Equity



Social Development



Prosperity

Life



Economic & Technological Development



Projects That Went Wrong

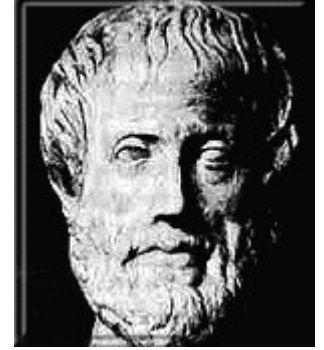
The Four Pests Campaign China 1958



https://en.wikipedia.org/wiki/Four_Pests_campaign



Virtue Ethics



The Great Pacific Garbage Patch



What are we doing about it?

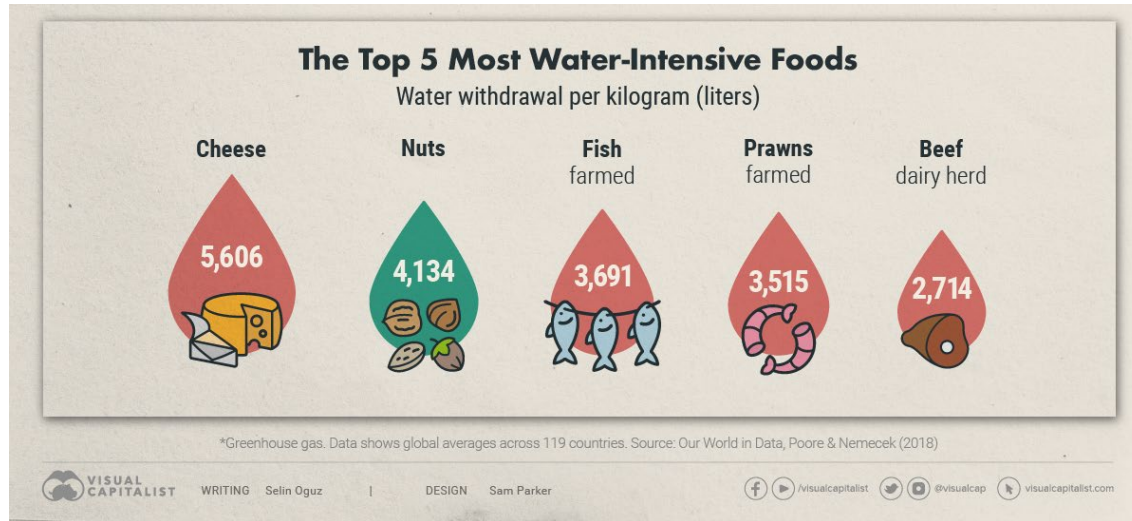
Engineers without borders

<https://www.ewb-uk.org/the-great-pacific-garbage-patch-clean-up/>



<https://www.bbc.co.uk/news/in-pictures-68336119>





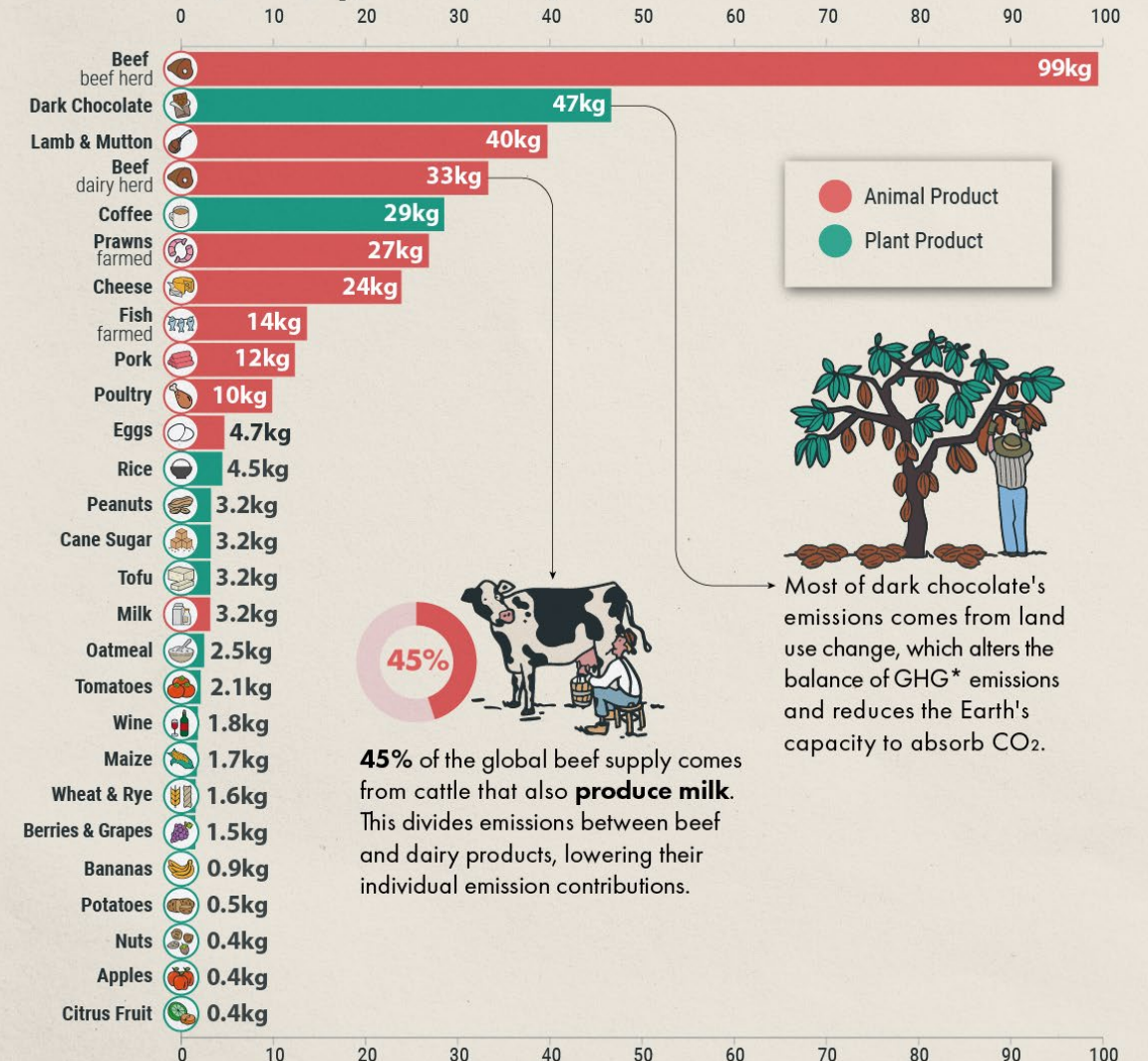
<https://www.visualcapitalist.com/ranked-foods-with-the-largest-environmental-impact/>

The Environmental Impact of Foods

Food production is responsible for 26% of global greenhouse gas emissions. How do different food items contribute to this figure?



Carbon Dioxide Equivalent (CO₂e) Emissions per Kilogram



Responsible Project Management

‘Climate change, global poverty, social inequality, cannot be tackled by relying on large scale projects alone. Grand challenges require the mobilization of projects across different scales, from everyday projects that may seem mundane to ‘grand’ local, national and global initiatives.

We shouldn’t overlook the importance of the seemingly small practices. As project managers we take part in behavioural, commercial, operational and political decisions and actions that create the conditions for alleviating and even eliminating the grand challenges we face.

It is ultimately a question of individual choice to take a stance, however small the impact is perceived to be.’



Project
managers?

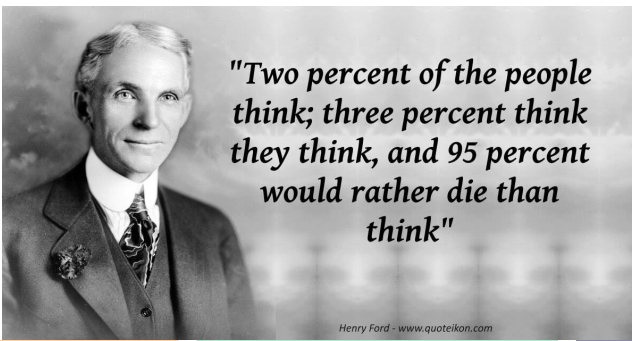
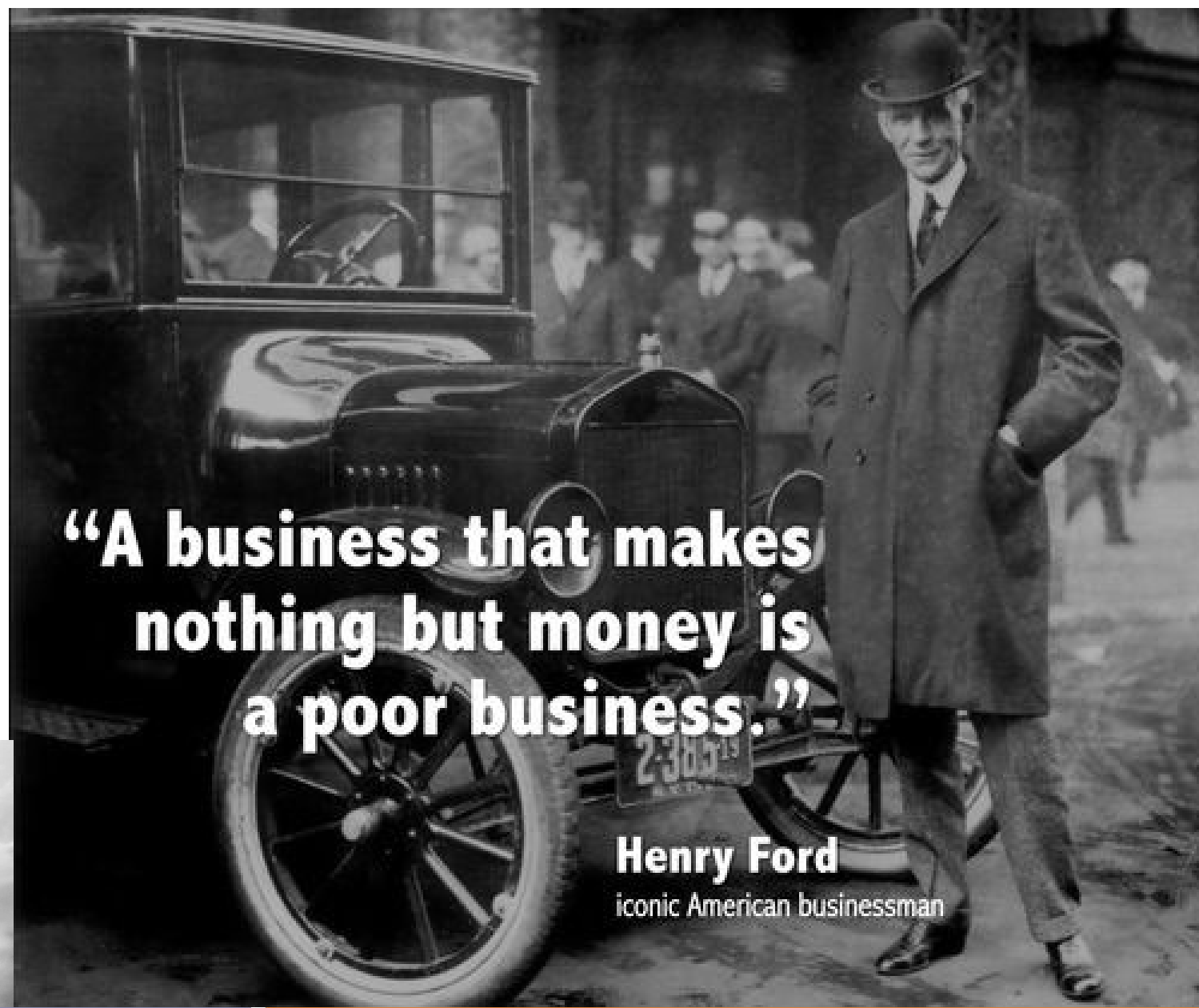
“Never doubt that a small group of thoughtful, committed, organised citizens can change the world; indeed, it’s the only thing that ever has”



Margaret Mead
1901-1979

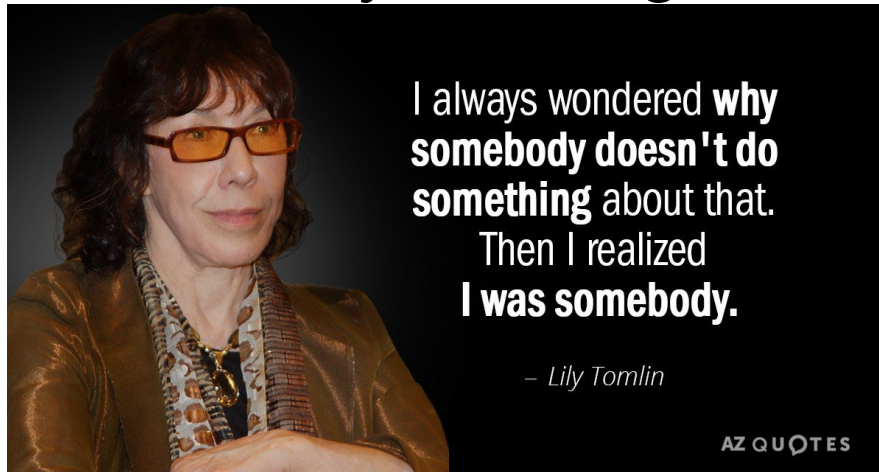
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Responsible Project Management

- Which is your favourite project?
- What can you do now?
- What are you doing now?



Responsible Project Management



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—
THANK YOU

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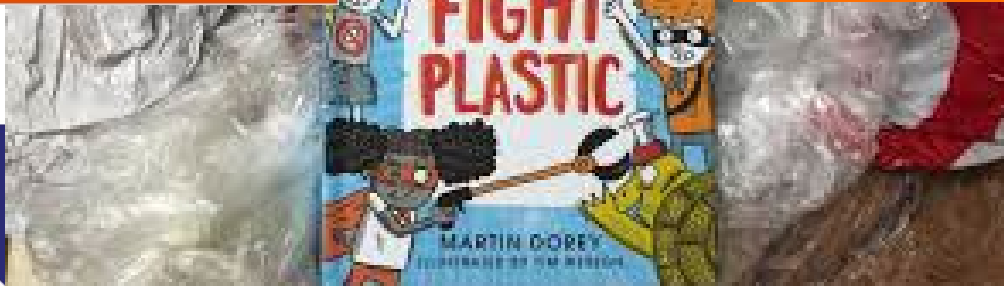
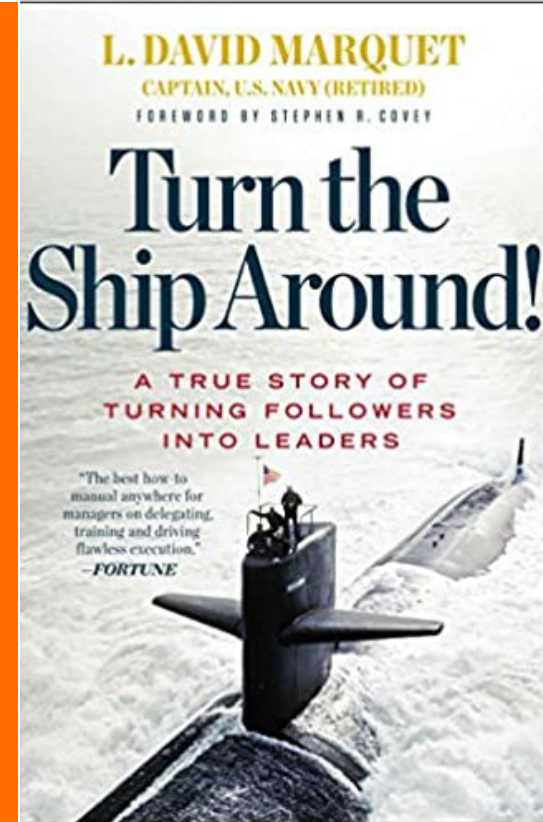
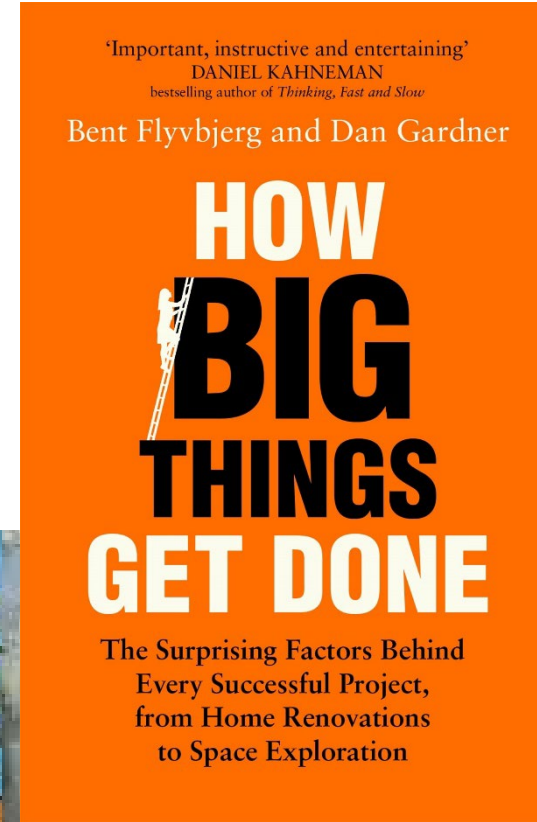
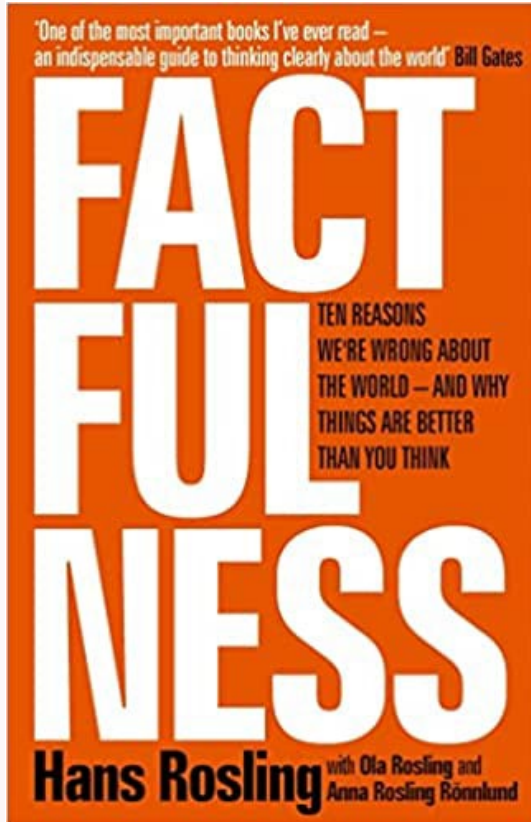
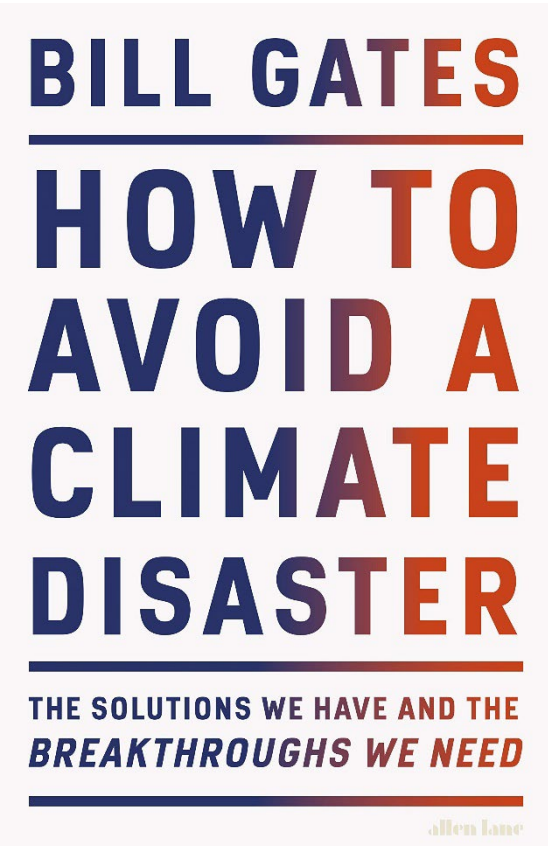


Read all about it

- **2017** Morris, P. Climate change and what the project profession should be doing about it: A UK perspective. Association for Project Management (APM)
- **2021** Zerjav, V. & Konstantinou, E. Extending Project Practices for the Future of the Profession: Final Report for the Research Project: P3M Implementation Framework for Grand Challenges Policies. *PMI Sponsored Research*
- **2022** Locateli, G., Konstantinou, E., Geraldi, J. & Sainati, T. The Dark Side of Projects: Dimensionality, Research Methods, and Agendas. *Project Management Journal* 1-15
- **2023** Thomson, K.M. & Williams, N.L. The Role of Responsibility in Sustainable Project Management. In Silvius, G. & Huemann, M. (eds) *Research Handbook on Sustainable Project Management*. Published by Edward Elgar



Read all about it



Change Management



All truth passes through three stages. First, it is ridiculed. Second, it is violently opposed. Third, it is accepted as being self-evident.

— *Arthur Schopenhauer*

AZ QUOTES

Every good idea goes through three stages

1. First people think it is stupid
2. Then they think it is dangerous
3. Then they think they believed that all along



Change Management

Very great change starts
from very small
conversations, held among
people who care.

Margaret J Wheatley



There is no power for change
greater than a community
discovering what it cares about.

— Margaret J. Wheatley —

AZ QUOTES

WE KNOW FROM
SCIENCE THAT
NOTHING IN THE
UNIVERSE EXISTS
AS AN ISOLATED
OR INDEPENDENT
ENTITY.

Margaret J Wheatley

PICTUREQUOTES.COM

Don't aim for big, aim for connected

