



Delivering Value by doing M.O.R.E

Sustainability and the Project Professional

Dr. Joel Carboni



Who am I? Why am I here?



Dr. Joel Carboni

Architect, P5 Standard for Sustainability in Project Management

■ BACKGROUND

Ph.D., Sustainable Development and Environment · Ball State University Alumnus
25+ years in Portfolio, Program & Project Management · 30 years in Sustainability
Government, Finance, Legal, Big Five Consulting, Higher Education
Founder of GPM and PMI's Global Sustainability Standards Leader

■ LEADERSHIP & RECOGNITION

Thinkers50 Regeneration Award — Global Finalist, 2025
SASB Appointee, GRI Standards Team on Pollution, 2024–26
Forbes “Top 120 Sustainability Leaders,” 2024
“Sustainability Leader of the Year,” CEO Today Magazine, 2021

■ SIGNATURE WORK

Author, PMI Sustainability Eco-system & Certification · Architect, PRISM Methodology
Author of Becoming Regenerative, The Cost of Regeneration, and Sustainable Project Management
(Amazon Best Seller, 2018)
Contributor, UN SDG #12 development, 2013 · Knighted, Order of St. George (Canada), 2017



The Importance of Sustainability in Project Management

1. Why Sustainability Matters In Project Delivery
2. M.O.R.E Applied
3. What Sustainability is and what it isn't.
4. From Strategy to Practice to Reporting what companies need





**what's the first thing that pops
into your mind when say
“sustainability”**

This looks like a sustainable project

But it isn't



M.O.R.E.

PMI's Answer to "What Does Success Actually Mean?"

A successful project delivers value worth the effort and expense, as perceived by most stakeholders. — PMI 2025 Project Success Survey, n = 5,842

M

Manage Perceptions

Alignment between what is promised and what is delivered. Not spin — governance.

O

Own Success

Accountability for the full breadth of the project, not just execution.

R

Relentlessly Reassess

Continuously adjust to change. Not once. Not quarterly. Relentlessly.

E

Expand Perspective

Look beyond the project's scope to enterprise goals — and the health of the world.

PRACTICE 07

Explore implications for the broader society to mitigate risks and optimize value creation.

GUIDANCE

Consider social, environmental and community effects during planning and execution — both to mitigate potential harms and to identify opportunities for positive impact. These implications are easy to overlook under delivery pressure but can significantly shape how the project is perceived. Projects that account for broader implications tend to strengthen their perceived success among a wider range of stakeholders.

PRACTICE 08

Incorporate sustainability goals and metrics to maximize long-term outcomes.

GUIDANCE

Integrate relevant sustainability goals (environmental, social and economic) into your project's success criteria and track them alongside traditional performance metrics. Treat sustainability as a lens that applies across the project, not a stand-alone workstream. PMI research shows that projects aligned to sustainability goals are significantly more likely to be seen as successful.

Fort Wayne, 2007 — A Project That Shouldn't Have Worked

A 100% Republican county and a 100% Democrat city — and me in the middle.

THE SITUATION

- **2nd largest city in Indiana**, paired with Allen County
- **City: 100% Democrat.** County: 100% Republican.
- **11-department committee** — city and county mayors, commissioners, planners, fire, health, public works, surveyors
- **Funding split** between two separate councils
- **My role:** Project Manager — and, unusually, funding advocate.

THE PROBLEM

- **6 months** to approve a Starbucks site plan
- **2 months stuck** on one permit because the Fire Chief didn't like the developer
- **All paper.** No visibility. No accountability. No escalation path.
- **Economic development:** last in the state.
- **The business case was clear.** The path to get there was not.



Manage Perceptions

When the perception is weaponized — in the newspaper.

Key differences emerge as oversight board meets

City-county philosophies appear very different.

By KEVIN LEININGER
kleininger@news-sentinel.com

The first meeting of a board created to make city and county governments more business-friendly today revealed philosophical differences — mostly along city and county lines — that could complicate the reform process.

Should the \$1.4 million project primarily be guided by people already experienced in government or by an individual or group from the outside who might bring a fresh perspective and the independence needed to suggest real change? Members of the Joint Permitting Oversight Board took both sides at

today's organization meeting.

Allen County Commissioner Nelson Peters, for example, suggested that county information technology specialist Joel Carboni, who has been working to improve the process by which applicants seek business and development permits, assume a lead role in shaping changes to come. Carboni's familiarity with existing procedures would speed reforms and could save money by minimizing the need to hire outside consultants.

"We have to watch our money carefully because there are already

See **BOARD**, Page 4L

METRO EDITOR: ELBERT STARKS III



(Carboni) is not in a position to be a change agent.

— Deputy Mayor Beth Malloy, on the record in the newspaper

The structure told a different story than the narrative.

Commissioner Nelson Peters answered on the same record: Carboni should lead the reforms — his familiarity would "speed reforms and save money." Malloy brought in an outside consultant anyway. He shadowed me for months.

Perception management isn't PR. It's governance.

I didn't fight the narrative. I out-delivered it. Numbers, timelines, department sign-offs — every week. Over time, the consultant's own observations started aligning with mine, not hers.

The integrity question.

"Is what I'm communicating backed by the actual condition of what I'm delivering?" That answer had to be yes every week — because it was being audited by someone paid to find the opposite.

M

Framed on My Wall

Fifteen years later, I still keep this clipping. Here's why.

Deputy Mayor Beth Malloy and City Councilwoman Karen Goldner agreed.

"We don't want to waste our most important resource - time," Goldner said, suggesting that adding the reforms to existing employees' workloads would delay changes designed to attract new jobs to the area.

"We need someone from the outside who's not afraid to say, 'Can't we do things in a different way?'" Malloy added "(Carboni) is not in a position to be a change agent"

Carboni said he would be able to promote change even if superiors resisted. But County Councilman Larry



Goldner



Peters

Buskirk chairman, with City Councilman Tom Smith serving as vice chairman.

Brown suggested someone with business and development experience should be found to supervise the process.

The board appointed County Councilman Roy

MY ANSWER, ON THE RECORD

I would be able to promote change even if superiors resisted.

— Joel Carboni, quoted in the same article

Public criticism became public proof.

The clipping that was meant to mark my limitation is now the record that I said out loud, in print, what I intended to do — and then did it.

The data caught up with the story.

Fort Wayne's downtown — condos, stadium, nightlife — is the rebuttal the newspaper didn't print. It just took a decade for the structure to outrun the headline.

A lot of project have a Beth Malloy.

Someone who names you as the problem before you've been given space to be the solution. Managing perceptions is the discipline of out-delivering that moment without becoming it.

O

Own Success

Beyond the job description.

75%

of executives expect Project and Program Managers to own M.O.R.E.
Not sustainability teams. Not sponsors. PMs.

Funding I went to both City Council and County Council and made the business case. Project managers don't usually do this. I had to — because I was the only one trusted by every department on the committee.

Political Translation Republican county priorities into Democrat city language, and back, without losing either side. The committee's trust was the deliverable that made every other deliverable possible.

Lifecycle, Not Deliverable Not "deliver Accela." Deliver a permitting system that would still work when the next administration arrived — and the one after that.

THE SHADOW LEDGER

Formal ledger: software implementation. **Shadow ledger:** every developer who couldn't open a business, every neighborhood that stayed dark because a Starbucks took six months to approve, every tax dollar that left the county because it was easier to build somewhere else.



Relentlessly Reassess

The Fire Chief and the Starbucks.



THE DISCOVERY

A routine permit — a small Starbucks site plan — was stuck for two months. When I finally tracked it down, the reason was this: *the Fire Chief didn't like the developer.* No system caught it. No dashboard. No escalation. Just paper on a desk.

01 SEE IT

Before we could improve the flow, we had to see it. Where is every permit, right now, in which department, waiting on what?

02 EVERY WEEK

Not a quarterly review. A standing committee question: where are we stuck, and why? Named owners. Named dates.

03 ACT ON IT

Reassessment without a mechanism to act is theatre. We built governance that could say no — even to the Fire Chief.

PMI 2025: the #1 recovery action for at-risk projects — worth **+34 NPSS** — is “adapt to changes in external conditions.” Reassessment isn't the sign of a failing project. It's what prevents failure from becoming final.



Expand Perspective

From permit system to city transformation.

THE SCOPE WE WERE GIVEN

“Build a permitting system so governments can communicate and economic development improves.”

THE SCOPE WE ACTUALLY DELIVERED

A city that rebuilt itself — visibility, speed, trust, and downtown — on the back of a project that was nominally about software.

TIME

6 mo → days

Starbucks approvals. Massive paper plats for Costco and shopping malls — to online submittals with full transparency.

ECONOMY

Last → First

From the bottom of the state in economic development to the top. Downtown today: condos, shopping, a baseball stadium, and a vibrant nightlife.

TRUST

D + R → Built

A 100% Democrat city and a 100% Republican county built something together — and it still works.

The project boundary was a software system. The deliverable was the city you see today.

This Is Where the P5 Standard Started

I didn't sit down in 2011 and invent P5 in a room. P5 is the name I eventually gave to what I had already learned — in Fort Wayne — I had to do to make the project succeed.



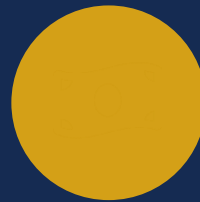
People

An 11-department steering committee across two governments that had to agree.



Planet

Land use, surveyors, drainage, environmental review — in scope from day one.



Prosperity

Economic development was the why. Measurable. Accountable. Paid for by two councils.



Process

Paper plats to digital workflow. Six months to weeks. Visibility at every step.

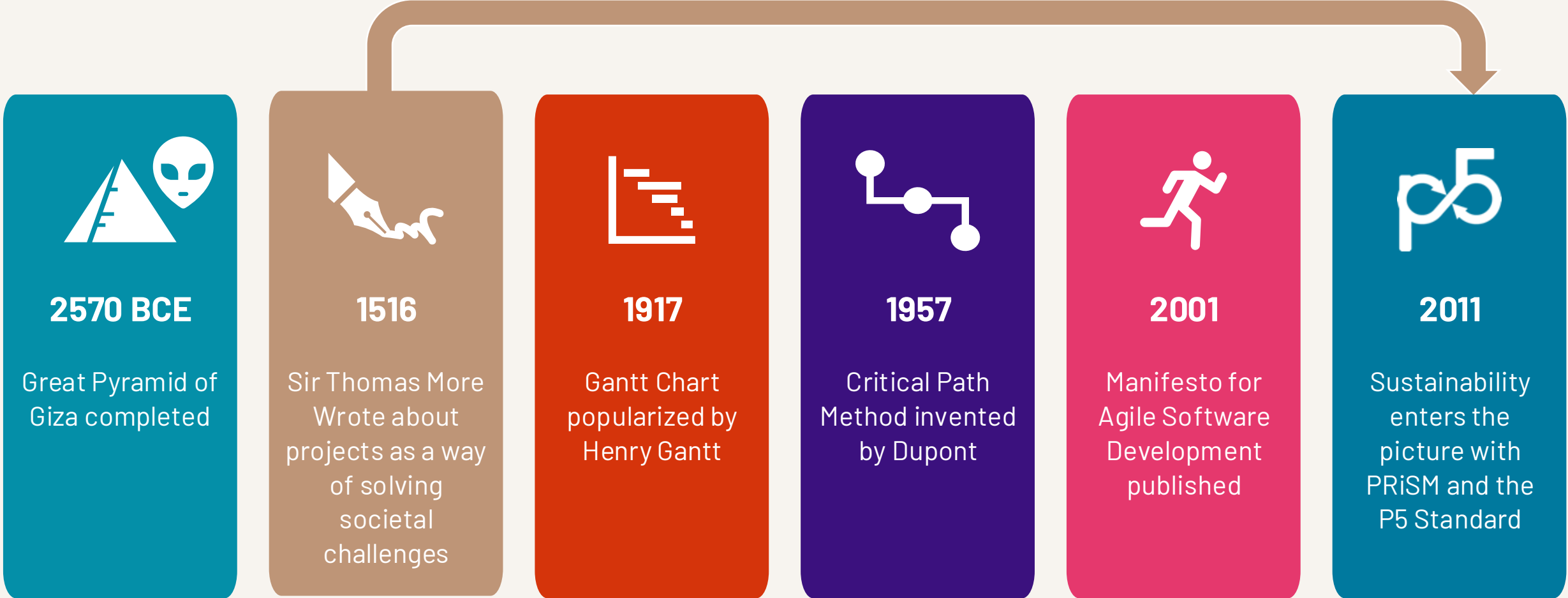


Product

The Accela platform — highly customized, but in service of the other four, not the reverse.

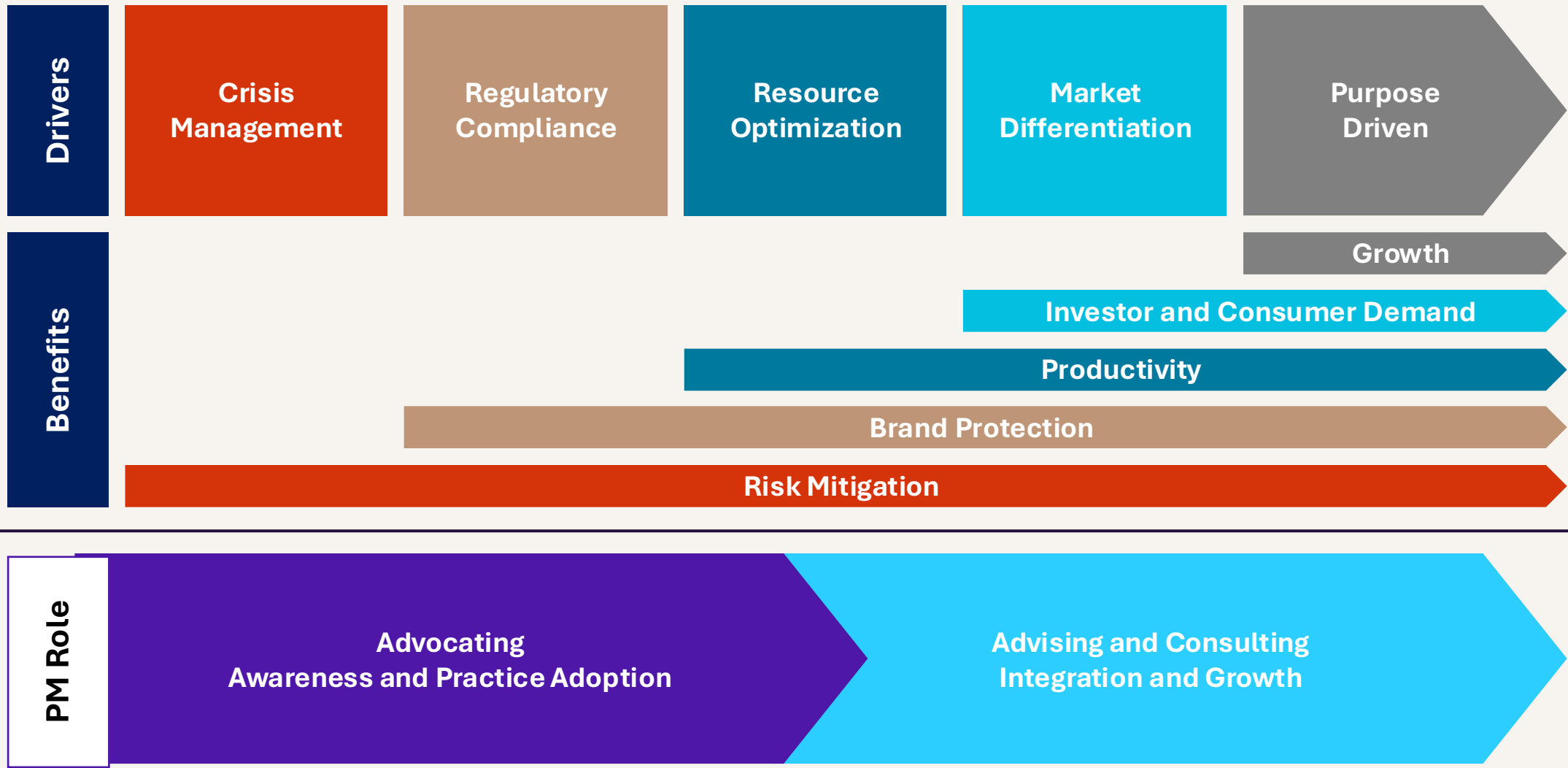
M.O.R.E. is PMI's 2025 framework for what success looks like. P5 is the standard I built to operationalize it.

(A Few) Milestones of Project Management Innovation



A lot happened in this time period

Why Organizations Adopt Sustainable Practices and our role



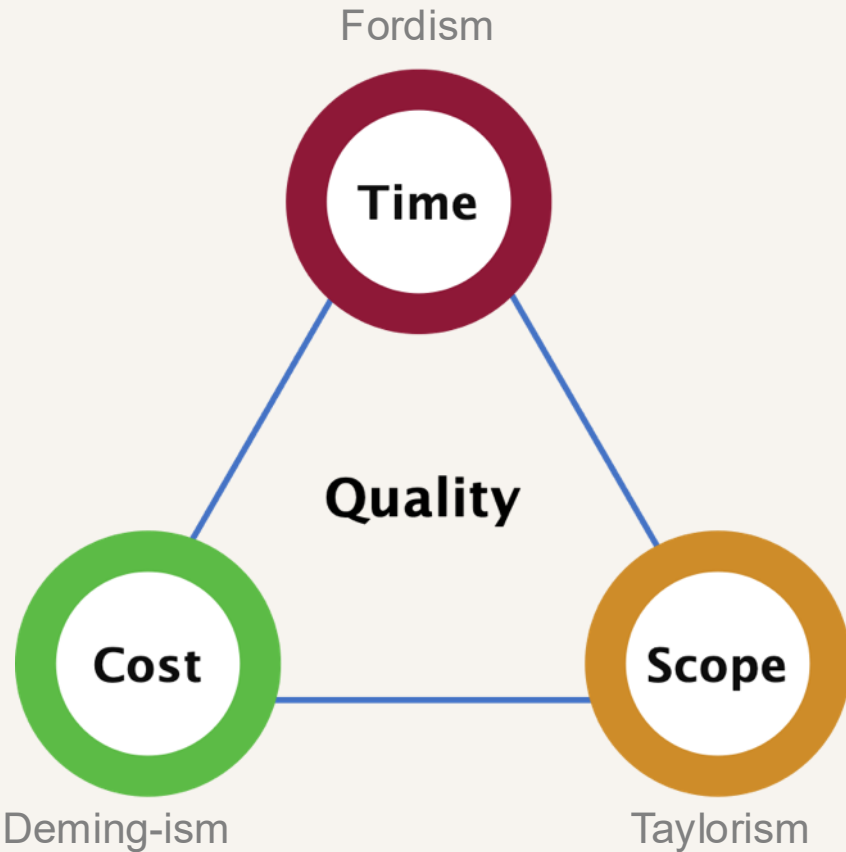
How to Apply It:

Tools & resources from PMI-GPM

What is Sustainability Project Management ?

1968 Compliance

Value Creation



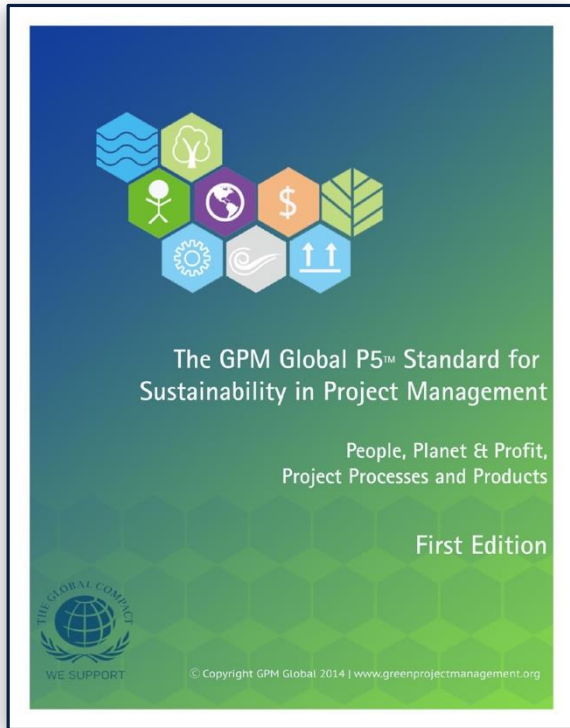
Let's do M.O.R.E



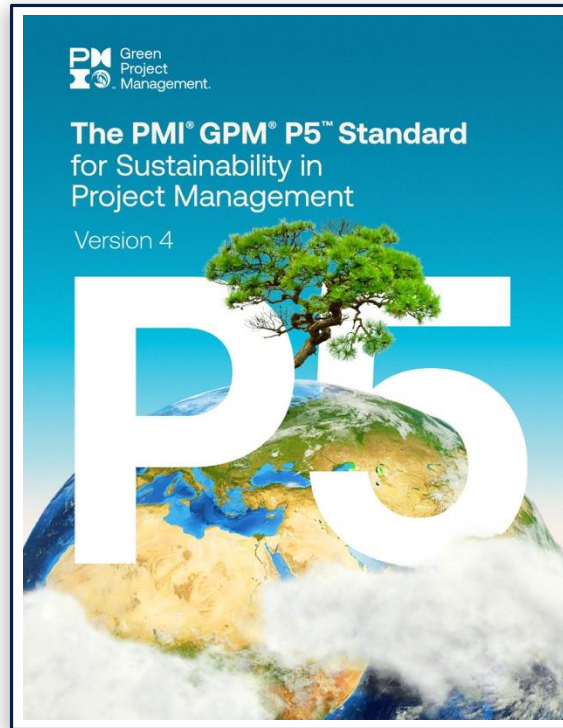
A FIRST FOR THIS KEYNOTE

From First Edition to Version 4

Today is the first keynote I've given with the fully PMI + GPM developed v4.0 of the standard.



15 YEARS



WHAT A DECADE TAUGHT THE PROFESSION

ELEMENTS

Triple bottom line

260 ways to assess

NEW FOR V4

—

52 elements

ALIGNMENT

PMBOK®8

SDGs, GRI, TCFD, ISSB

THE 3RD P

Profit

Prosperity

PUBLISHER

The JV

PMI + GPM

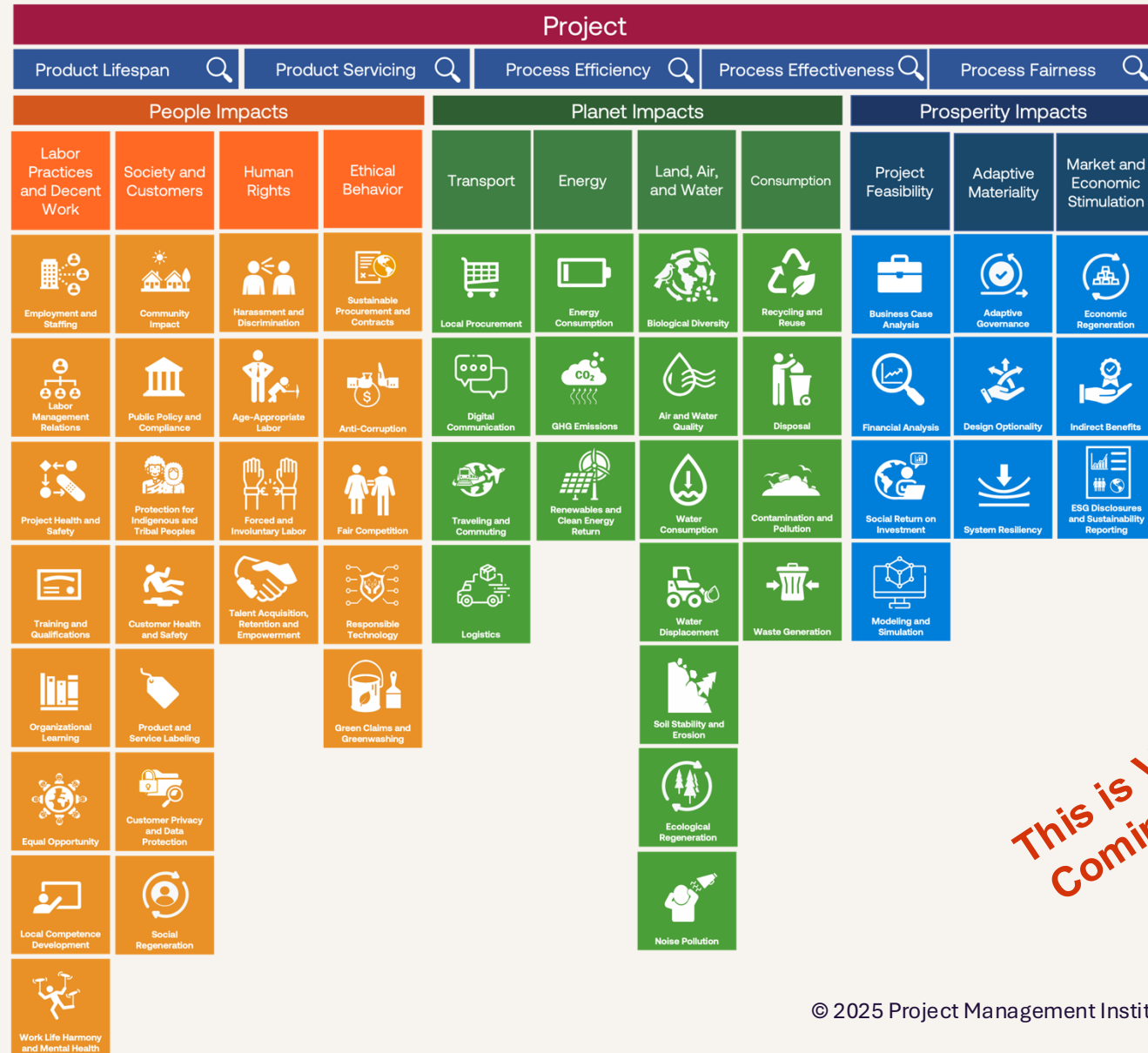
2011 • First Edition • GPM Global

2026 • Version 4 • PMI × GPM

Same origin. Same five P's. A decade of the profession catching up — and then helping build it.

The Heart of the P5 Standard

260 ways to assess and manage sustainability across Portfolios, Programs, and Projects.



**This is Version 4
Coming in April!**

Element Breakdown

Element Purpose

Element Descriptor

Project Team Guidance

Benefits

Assessment Questions

Framework Mapping

4.3.4 Water Displacement

This element addresses the alteration of natural water flows resulting from project activities and outcomes. It evaluates whether project decisions modify surface or groundwater movement in ways that affect downstream ecosystems, flood risk, sediment transport, or water availability.

Water displacement may occur through diversion, channel modification, drainage alteration, impoundment, or large-scale land disturbance. Such changes can create cumulative or unintended impacts beyond the project boundary.

The project team should:

- Assess baseline hydrological conditions and flow patterns prior to modification.
- Evaluate downstream and cumulative impacts of altered water movement.
- Design water management strategies to avoid transferring flood or contamination risk to other areas.
- Monitor hydrological changes during and after implementation where material.
- Implement corrective or restorative measures where adverse impacts occur.
- Maintain transparency with affected stakeholders regarding water flow changes.

Effective management of water displacement contributes to:

- Reduced flood and erosion risk.
- Protection of downstream ecosystems and water users.
- Improved watershed stability and long-term hydrological resilience.
- Lower regulatory and operational exposure related to water system disruption.

Impact Evaluation Considerations

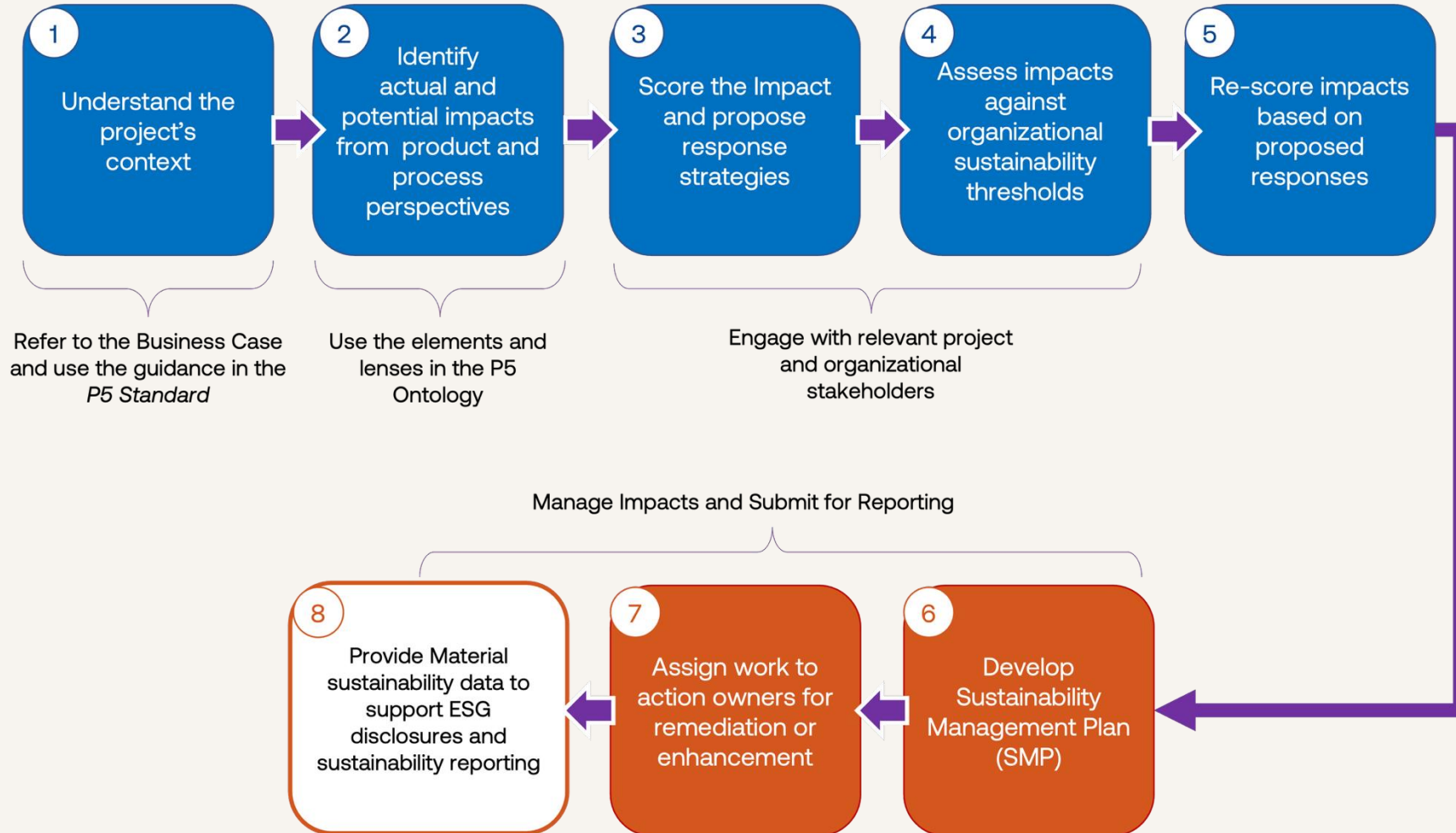
1. Are natural flow patterns or drainage systems altered by project activities?
2. Could water diversion increase flood or contamination risk elsewhere?
3. Are downstream ecological impacts assessed and documented?
4. Are sediment and runoff impacts controlled and monitored?
5. Could hydrological changes materially affect community safety or regulatory approval?

Where impacts are significant or create environmental, social, or regulatory exposure, they should be formally assessed within the P5 Impact Analysis and addressed through the Sustainability Management Plan.

Reporting and Disclosure Mappings and Linkages

- SDG Alignment: SDG 6 (Target 6.6) and SDG 15 (Target 15.1).
- GRI Alignment: GRI 303 and GRI 304.
- TCFD Alignment: Risk Management (where altered hydrology affects physical risk exposure).
- ISSB Alignment: Environmental and climate-related risk disclosures, where material.

Steps in integration of the P5



P5 Version 4

Data linked to Sustainability Reporting Standards



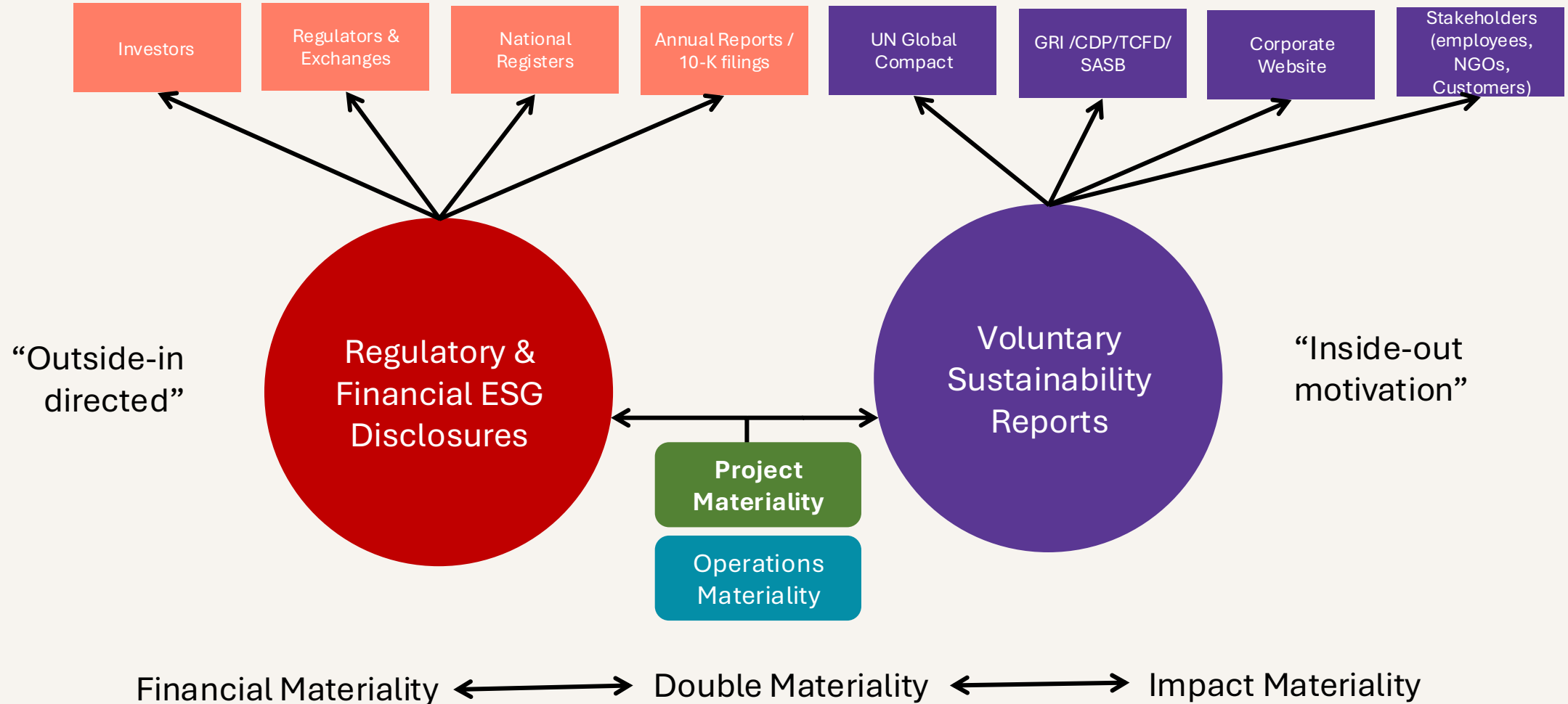
Each of the **52 new elements** are mapped to the **SDGs, GRI, TCFD, and ISSB** Sustainability reporting frameworks

Element	SDGs	GRI	TCFD	ISSB
Local Procurement	SDG 12, SDG 13	GRI 204, 308, 414	Risk (if climate supply risk)	S1 (if material)
Digital Communication	SDG 9, SDG 13	(Often N/A topic-specific; may reference Energy)	N/A	S1 (if material)
Traveling and Commuting	SDG 13	GRI 305	M&T	S2 (if emissions material)
Logistics	SDG 13, SDG 12	GRI 305, 308	M&T / Risk	S2 (if emissions material)
Energy Consumption	SDG 7, SDG 13	GRI 302	M&T	S2
Greenhouse Gas Emissions	SDG 13	GRI 305	M&T / Strat / Risk	S2
Renewables and Clean Energy Return	SDG 7, SDG 13	GRI 302, 305	Strat / M&T	S2
Biological Diversity	SDG 15, SDG 14	GRI 304	N/A	S1 (if financially material)
Air and Water Quality	SDG 6, SDG 3	GRI 303, 305	N/A	S1 (if material)
Water Consumption	SDG 6	GRI 303	N/A	S1 (if material)

The landscape for project communications is changing

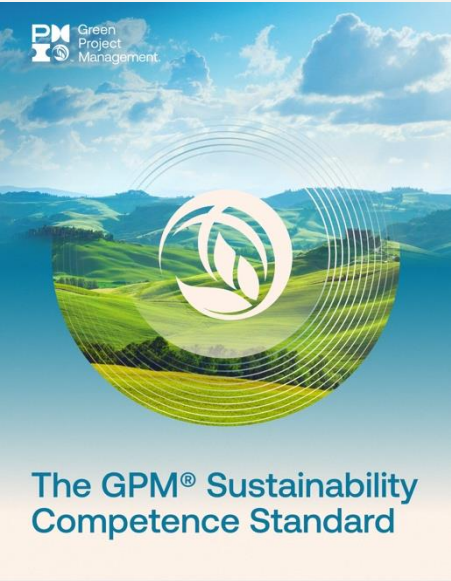


Expanding Perspectives beyond the project organization

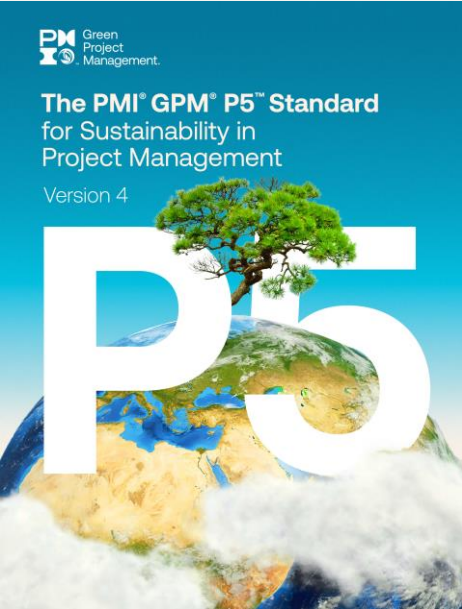


The PMI-GPM Ecosystem for free!

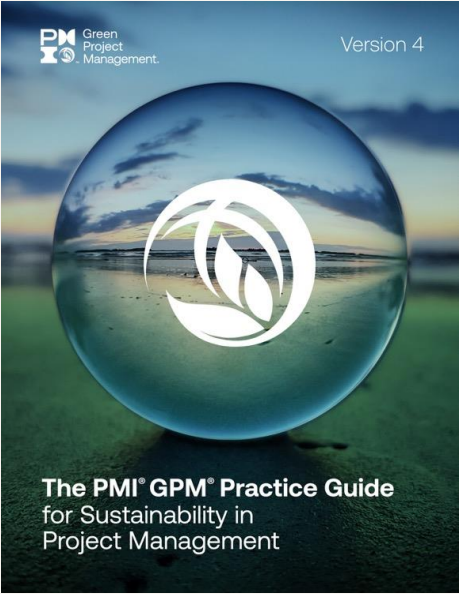
pmi.org/learning/sustainability



Tells you what you need to be able to do



Defines Sustainability In project management in detail



Tells you what practices to use



Tells you how to communicate sustainability to your stakeholders

The Research Is In.

PMI's proprietary 2026 global research on sustainability execution — releasing next month.

“

*Sustainability doesn't fail because organizations lack tools or intent. **It fails because the system required to translate strategy into execution is incomplete.***

— PMI 2026 Sustainability Strategy-Execution Gap Research

SCALE OF EVIDENCE

1,589

respondents

35

countries

8

languages

THE DISCONNECT

79%

say sustainability drives long-term success

41%

fully integrate it across projects and functions

As of June 5th The
GPM-b will have a
new name.
Meet the CSSP™ !!





Green
Project
Management.

Elevate
every
project

Questions?

