

The background features a satellite-style view of the Earth, showing continents and oceans. Overlaid on this is a complex network of glowing white and yellow lines that connect various points across the globe, symbolizing global connectivity and digital infrastructure. The sun is visible on the right side of the horizon, creating a bright glow.

IPMA[®]

international
project
management
association

A sustainable world needs a new kind of leadership and competence

Max Panaro

Cape Town November 11th 2024

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Who is the rugby player?

The RETIRED Rugby player is Francois Pienaar, known for leading South Africa to victory in the 1995 Rugby World Cup. During his acceptance speech, Pienaar made it clear that the team had won the trophy not just for the 60,000 fans at Ellis Park, but also for all 43,000,000 South Africans

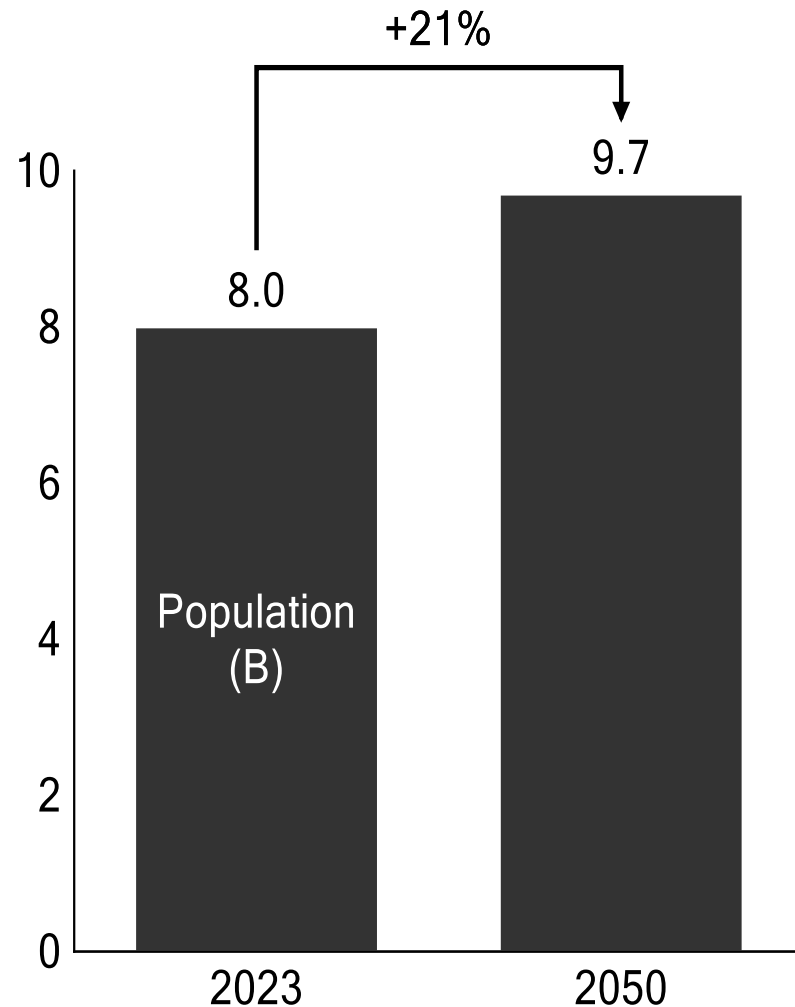
Agenda: a change of perspective

Future-back: The world in 2050 and relevance of ESG

Three personas and the Key competences to succeed in projects today and tomorrow

IPMA Empowering sustainable success

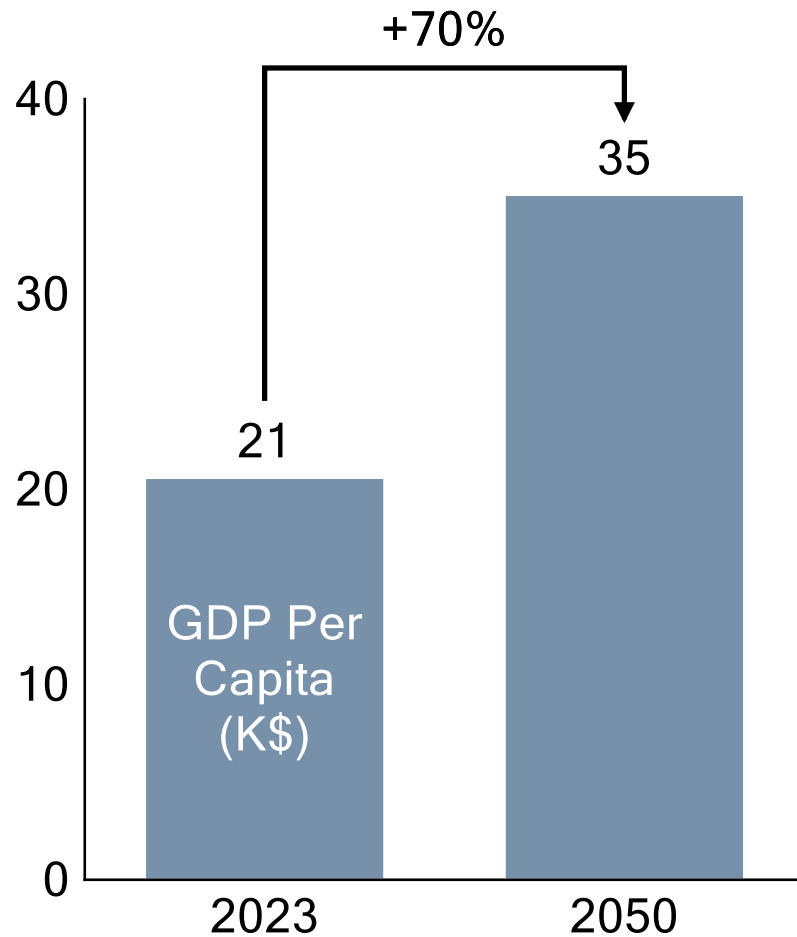
Future-Back: The world in 2050



**Population growth
implies the
responsibility to
guarantee Food,
Health, Safety and
Education to almost
10 Billion people**

Source: IEA International Energy Agency 2023

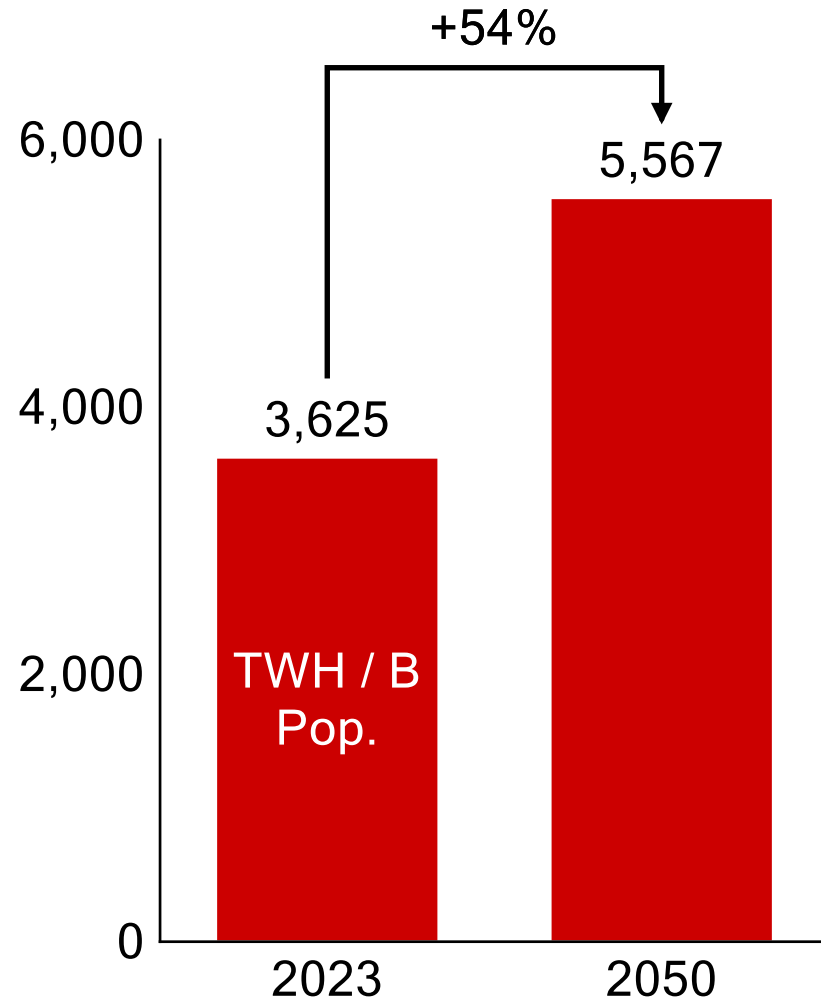
Future-Back: The world in 2050



The growth of population is not comparable to the growth of the standards of living and access to opportunities towards a true *Equiprosperity*

Source: IEA 2023

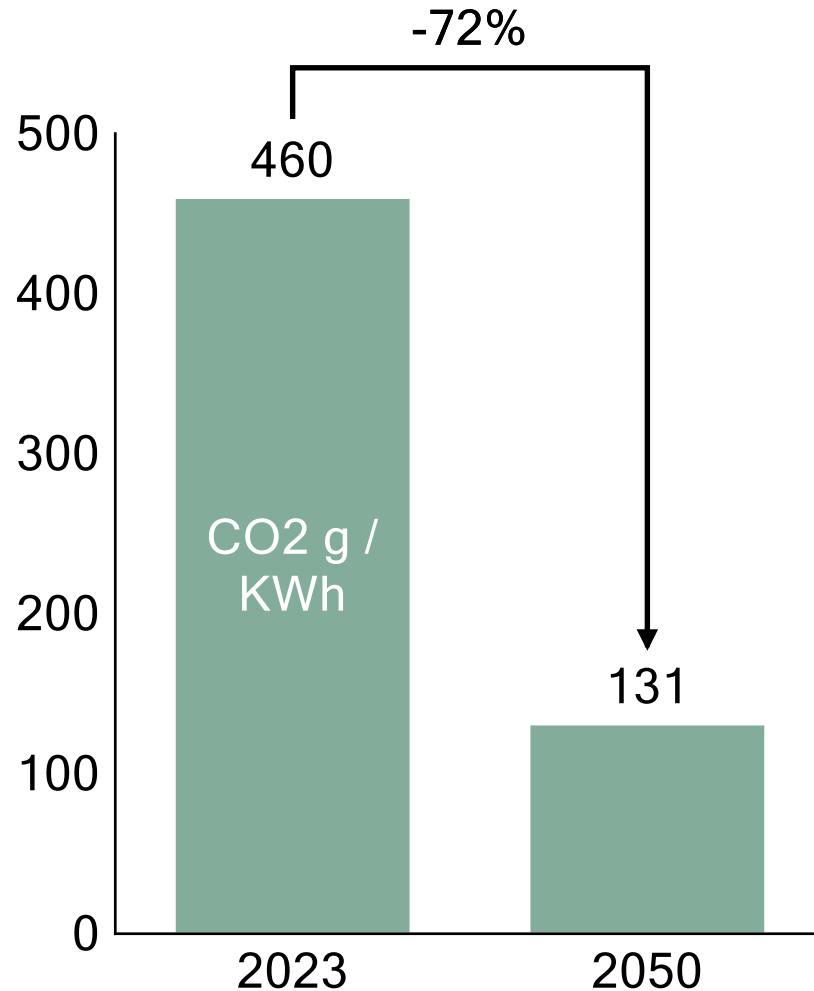
Future-Back: The world in 2050



To provide each inhabitant of the Planet to access the target standard of living we need Energy, thus *degrowth* is not an option on global scale

Source: IEA 2023,,

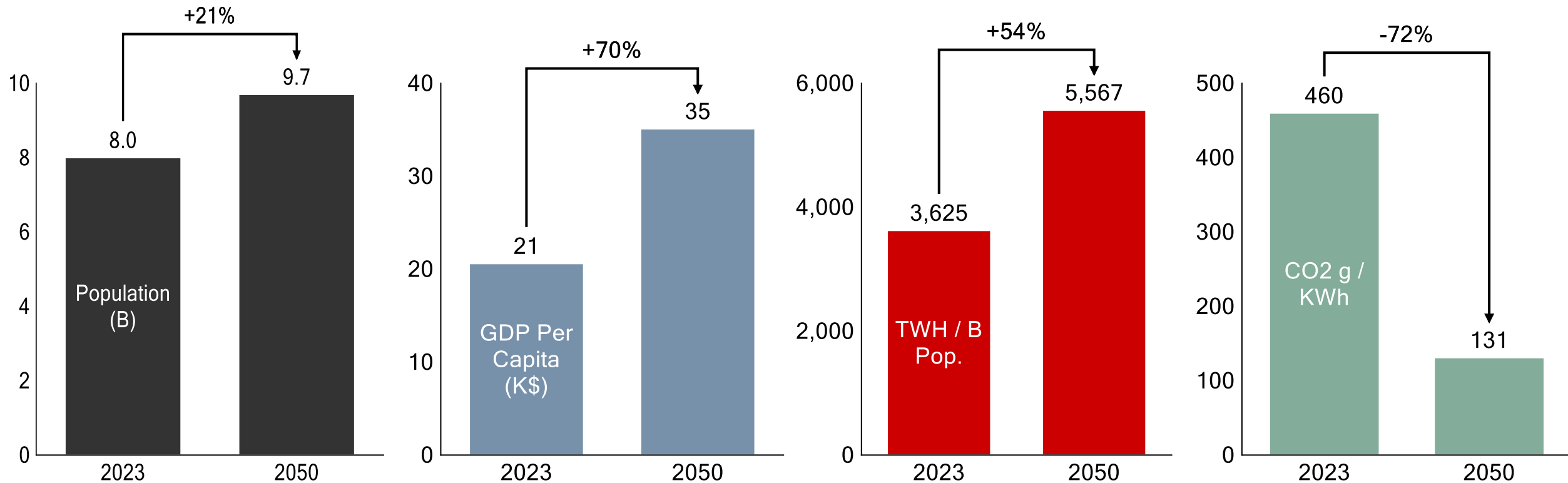
Future-Back: The world in 2050



To meet the Net Zero commitment, we must cut energy carbon intensity by more than 70%, and to meet this long-term targets we have imminent deadlines

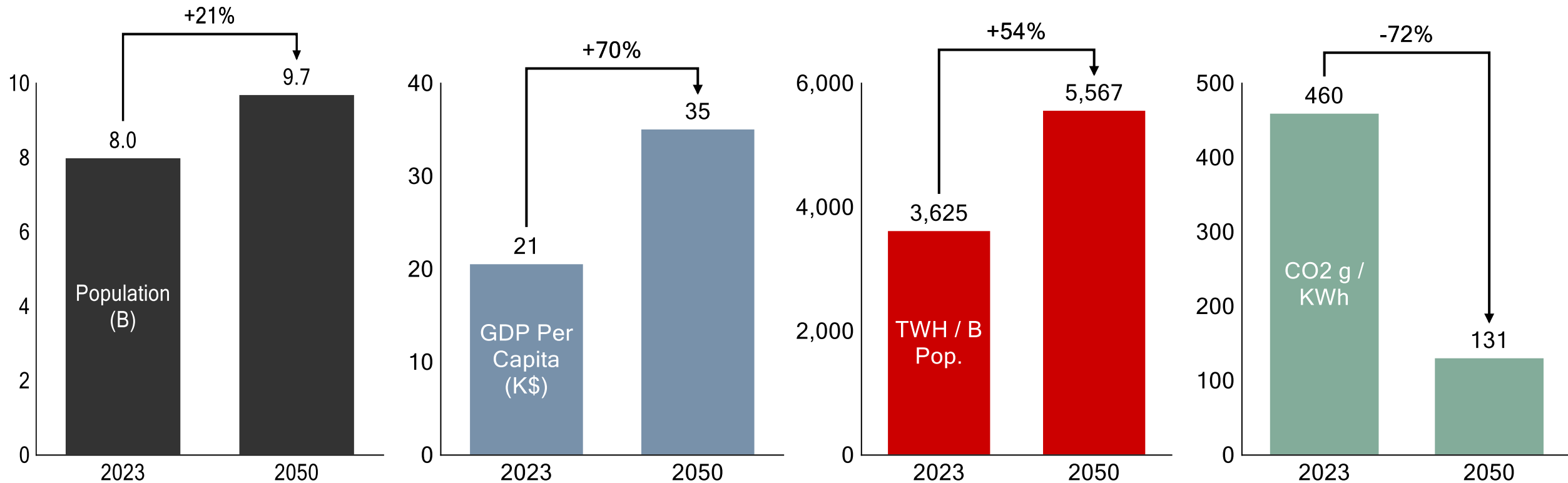
Source: IEA 2023

Future-Back: The world in 2050



Sustainability is the most relevant project in mankind History...

Future-Back: The world in 2050



... Every project we do must contribute to the achievement of a sustainable future

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Three personas, three perspectives



Three personas, three perspectives



Greta Thunberg



Tim Cook
(Apple CEO)



Mohamed bin Zayed
UAE President

Sustainability is on top of our agenda

“City of Hope is a place where your children can have a better life”



COP 29, Baku Nov. 2024

Developed nations have agreed to help channel “at least” \$300bn a year into developing countries by 2035 to support their efforts to deal with climate change

In Baku, the developing countries were united in calling for developed countries to **raise \$1.3tn** a year in climate finance

After growing expectations, **Energy Transition ramp-up appears much slower** with **2030 targets now looking unattainable**

Source: Hydrogen Insight | Financial Times | Carbon Brief | Major Hill-Lewis 28/11/2024

We all need Sustainable Project Management

**Energy transition
projects success is
linked to:**

- ✓ **Commitment**
- ✓ **Resources**
- ✓ **Technology**
- ✓ **Clarity of Objectives**
- **PM competences**



Sustainable projects succeed because:

1. Identify and exploit opportunities to influence organizational sustainability strategy (bottom – up)
2. Formulate requirements and objectives related to impacts on society and the environment
3. Create awareness of impacts on society and the environment
4. Assess the impacts on society and the environment of the integrated life-cycles of the project's resources, processes, deliverables and benefits (beyond project timeline)
5. ...

ESG is a Business priority



Tim Cook
(Apple CEO)

73 percent of S&P 500 companies in 2021 were tying executive compensation to ESG performance.

In Europe 94 percent of listed companies in 2024 set ESG targets in their incentive plans

Apple has announced plans to tie executive bonuses to sustainability targets, with up to 10% of bonuses linked to ESG goals

BP includes environmental targets in its executive bonus performance scorecard, with the weighting for these targets increased to 20%

Danone links 20% of its executives' annual variable compensation to its social, societal, and environmental targets

Siemens management compensation system, 20% of stock awards are based on an ESG metrics

Source: WTW Analysis [17 Major Companies Linking Executive Pay to ESG Performance - Lisam Lisam](#)

Business needs Sustainable Project Management

Failure of ESG strategy implementation is a major risk:

- 49% of investors would divest from such companies

Sustainable projects succeed because:

1. **Determine, assess and review critical success factors for the project's contribution to the organization's sustainability goals and strategy**
2. **Assess the personal ambitions & interests of others and the potential impact of these on the sustainability of the project**
3. **Design stakeholder engagement interventions aimed at aligning the diverse interests of different stakeholders**
4. ...

<https://www.pwc.com/gx/en/news-room/press-releases/2021/pwc-esg-investor-survey-2021.html>

[Failing to Meet ESG Goals Exposes Companies to Increased Operational and Financial Risks, Study Finds | Business Wire](#)

Policymakers set ESG-driven standards that redefine the KSF



Mohamed bin Zayed
UAE President

The In-Country Value (ICV) regulation in the UAE aims to boost the local economy. Here are some main implications:

Local Procurement: Companies are incentivized to procure goods and services from local suppliers, which helps to strengthen the local supply chain

Job Creation: The regulation promotes the hiring of local talent, thereby creating valuable job opportunities in the private sector



Corporate Sustainability Reporting Directive (CSRD) to be applied from 2024, aims to enhance transparency and ensure that investors and other stakeholders have access to reliable and comparable sustainability information.

Reporting: Companies must report according to the 12 ESRS and 84 disclosure requirements, which are tailored to EU policies and contribute to international standardization initiatives.

Policies success need Sustainable Project Management

Failure of ESG regulation implementation impacts on Company results:

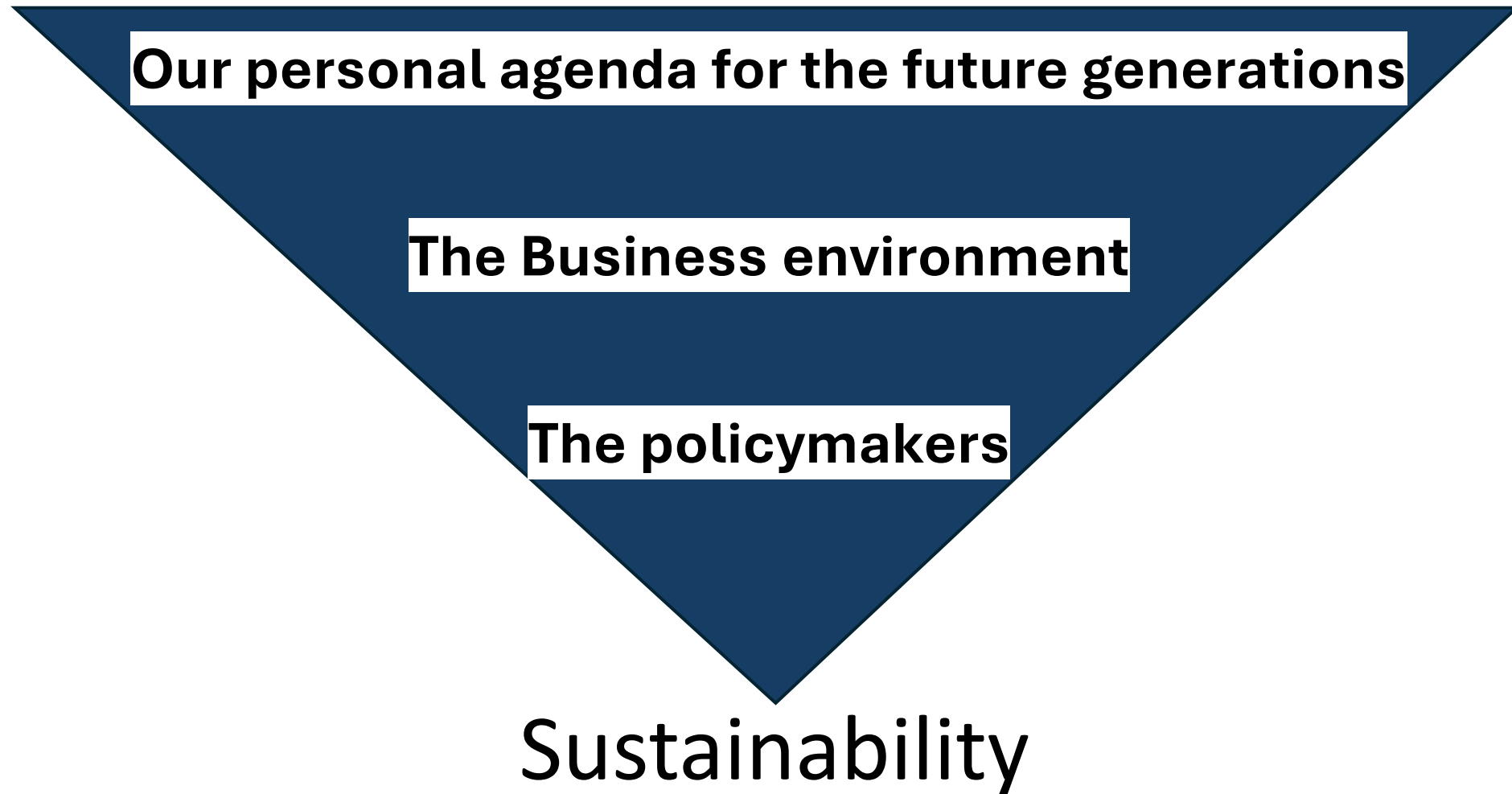
- Failure to implement may close access to market
- Penalties for non implementing CSRD can be as high as €10 million, 5% of total annual turnover

Sustainable projects succeed because:

1. Include criteria of sustainability and responsibility in the selection and procurement of material resources
2. Facilitate collective sensemaking
3. Collect and assess the needs of stakeholders relating to information and documentation of the project's impacts on society and the environment
4. Demonstrate Integrity in behavior, decisions and communication (“every RAND is used effectively”*)
5. ...

*Dean Macpherson, Capetown 28/11/2024

Sustainability is on top of the agenda



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The change of perspective in project Management ...

**ESG has reshaped the business paradigm, and
the environment Projects live in**

**A sustainable world needs a new kind of
leadership and competence**

... to a future where projects can be successful and sustainable

IPMA reference guideline to ICB4

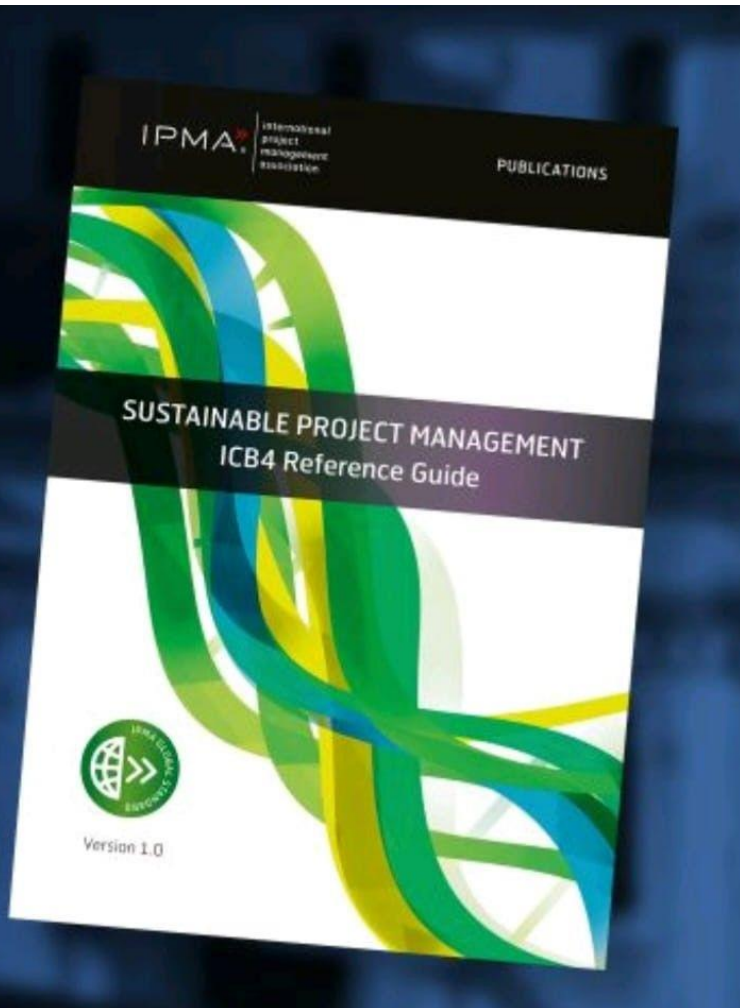
Fully integrated in ICB4 structure of Domain – CE – KCI because all projects may contribute to a sustainable future

Adaptation of Competence Elements to the current ESG paradigm shift (Perspective area most influenced)

Describes the 92 Key Competence Indicators that make Project Managers successful



Thank you!



PEOPLE
PURPOSE
PERFORMANCE

HOPE

PROJECT
PROGRAMME
PORTFOLIO