

## A Study Guide for Sustainability in Organizations

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Author: Cletus M. Bost Jr. (Mel Bost)

This study guide is based on the book Project Management Lessons Learned: A Continuous Process Improvement Framework, 9781498747776, CRC Press, 2018.

You can find the book on the Routledge website: <https://www.routledge.com/Project-Management-Lessons-Learned-A-Continuous-Process-Improvement-Framework/Bost/p/book/9781498747776>

### Background

Chapter 22 “The Sustainability Imperative” summarizes three topics on Sustainability: (1) physical Resources, (2) Win-Win project Solutions, and (3) business process structure, energy and effort

### Focus on Business Processes

Organizations will play a major role in meeting Sustainability Goals and Objectives in the future. Whereas traditional focus on Sustainability has been “physical resource” utilization, organizations introduce a new dimension through business processes and human resource behavior. Although most of the observations in my book are focused on the Program Management Office (PMO) organization in a corporation, the conclusions apply to any business, educational or public, private sector organization.

Business processes are the main tools used by organizations to accomplish their results and outcomes which support the continued viability of the organization in the world and business communities. Business processes employ human resources. Business processes are defined to meet certain missions of the organization and they are defined in a number of ways.

Evaluation of business processes to assure they meet their objectives often results in process improvement. Business processes require energy and effort to execute. If business processes are designed inefficiently requiring more energy and effort to obtain the certain amount of results, they should be examined for process improvement. This will contribute to achieving the goals for SDGO.

Managers in organizations should examine their business processes at intervals to determine if any of the systems archetypes are at work and the processes need examination.

The age old question about business processes is “Does Structure Influence Behavior?” The answer is of course “yes.” Organizational dynamics has shown that a number of systems archetypes are at work in organizations. These introduce increased effort and increased use of resources, thus impacting sustainability.

Chapter 20 in my book is a good summary of Organizational Dynamics at work in organizations. Among these many systems archetypes are “Accidental Adversaries.”

Chapter 4 is a good case study in “Accidental Adversaries.”

Appendix Two is a good layman’s guide to systems archetypes and can be used in Learning and Development materials

### Summary

A focus on business processes in organizations will yield major improvement in sustainability for the future. The material in these chapters should provide rich Learning and Development materials for the UN SDGO efforts. All of the diagrams in these chapters should be available from the archives of the book project, including the diagram and matrix for the Systems Dynamics material.