

CORPORATE SUSTAINABILITY PLANNING ASSESSMENT GUIDE

A Comprehensive Organizational Assessment

Donald C. Fisher, Ph.D.

ASQ Quality Press
Milwaukee, Wisconsin

Contents

| | |
|---|-----------|
| <i>Dedication</i> | v |
| <i>CD-ROM Contents</i> | ix |
| <i>Foreword</i> | xi |
| <i>Preface</i> | xiii |
| Introduction | xv |
| Corporate Sustainability Planning | xv |
| Sustainability—A New Management Philosophy | xv |
| Sustainability Issues and Strategic Opportunities | xvi |
| Global Sustainability Indexes and Criteria | xvi |
| About This Manual | xvi |
| Chapter 1 How to Assess Your Organization for Corporate Sustainability Planning. | 1 |
| Process Evaluation Dimension (Categories 1-6) | 1 |
| Results Evaluation Dimension (Category 7) | 2 |
| <i>Importance</i> as a Scoring Consideration | 2 |
| Scoring Profiles Based on Corporate Sustainability Progression Levels | 3 |
| Chapter 2 How to Use the Manual | 11 |
| How to Use the Corporate Sustainability Manual | 11 |
| How to Begin and Prepare for an Assessment | 11 |
| Assessing the Organization | 12 |
| Organizational Overview | 14 |
| Seven Steps for Successful Assessment Implementation and Manual Use | 20 |
| Chapter 3 Category 1: Leadership | 25 |
| 3.1 Senior Leadership | 26 |
| 3.2 Governance and Societal Responsibilities | 32 |
| Chapter 4 Category 2: Strategic Planning | 41 |
| 2.1 Strategy Development | 42 |
| 2.2 Strategy Deployment | 47 |
| Chapter 5 , Category 3: Customer Focus | 57 |
| 3.1 Customer Engagement | 58 |
| 3.2 Voice of the Customer | 65 |
| Chapter 6 Category 4: Measurement, Analysis, and Knowledge Management | 77 |
| 4.1 Measurement, Analysis, and Improvement of Organizational Performance | 78 |
| 4.2 Management of Information, Knowledge, and Information Technology | 84 |
| Chapter 7 Category 5: Workforce Focus | 93 |
| 5.1 Workforce Engagement | 94 |
| 5.2 Workforce Environment | 104 |

| | |
|---|-----|
| Chapter 8 Category 6: Process Management | 113 |
| 6.1 Work Systems | 114 |
| 6.2 Work Processes | 120 |
| Chapter 9 Category 7: Results | 127 |
| 7.1 Product Outcomes | 128 |
| 7.2 Customer-Focused Outcomes | 130 |
| 7.3 Financial and Market Outcomes | 133 |
| 7.4 Workforce-Focused Outcomes | 136 |
| 7.5 Process Effectiveness Outcomes | 141 |
| 7.6 Leadership Outcomes | 144 |
| Corporate Sustainability Score Sheet | 151 |
| Hierarchy of Corporate Sustainability Assessment Needs | 153 |
| Chapter 10 Transforming Assessment Findings into Actionable Strategies for a Corporate Sustainability Plan | 155 |
| <i>Appendix A: Quick and Easy Supplier/Customer Assessment for Corporate Sustainability</i> | 165 |
| <i>Appendix B: Corporate Sustainability Benchmarking Process</i> | 185 |
| <i>Appendix C: Checklist for 100 Corporate Sustainability Considerations to Benchmark</i> | 191 |
| <i>Appendix D: Interviewing Hints and Tips</i> | 195 |
| <i>Appendix E: Corporate Sustainability Documentation List</i> | 197 |
| <i>Appendix F: Corporate Green Sustainability Index (CGSI)</i> | 199 |
| <i>Appendix G: Global Reporting Initiative (GRI) Index</i> | 205 |
| <i>Appendix H: Glossaries of Performance Excellence and Sustainability Terms</i> | 223 |
| Reference List for Added Reading | 237 |
| Notes | 238 |
| Index | 240 |
| About the Author | 246 |