



The Green Executive 3 Minute Audit

Gareth Kane

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Introduction

This simple audit should give you an overview of your organisation in relation to The Green Executive principles. In each instance you should answer the questions 1 – 5 where:

1 = extremely poor – we have done next to nothing on this aspect;

3 = average for our sector – we've had a decent shot at it;

5 = best in class – we really couldn't do any better.

At the end of each section, add up the scores, enter them in the subtotal section and tick the coloured square that the score lies in. For a quick summary, transfer these ticks to the summary section at the end – this will give you a visual representation of how you think your business is doing.

Understanding The Business Case

Aspect	1	2	3	4	5
How well do you understand the risks of 'do nothing' on sustainability?					
How well do you manage compliance issues?					
Have you assessed the economic case for action?					
Have you assessed the demand from staff and potential recruits?					
Have you assessed the pull from your market place?					
Have you considered potential niches in emerging green markets?					

Subtotal:	<15	16- 23	>24
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Practical Action

Outreach

Aspect	1	2	3	4	5
Do you sponsor external projects relating to sustainability?					
Do you encourage your staff to volunteer for external environmental projects (eg pond digging)?					
Do you sponsor any research & development/innovation in your field?					
Have you engaged with your trade bodies on sustainability?					
Do you dissociate from those obstructing moves to a green economy?					
Have you considered the pros and cons of carbon offsetting?					

Subtotal:	<15	16-23	>24
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Good Housekeeping

Aspect	1	2	3	4	5
How well do you manage raw materials in general?					
How well do you manage toxic or hazardous materials?					
How well do you manage waste?					
How well do you manage energy?					
How well do you manage water?					
How well do you manage business travel?					

Subtotal:	<15	16-23	>24
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Cleaner Processes

Aspect	1	2	3	4	5
Do you use the best available technology in environmental terms to deliver your product/service?					
Have you invested to 'green' your process in the last 5 years?					
How good are your control systems in production, building, IT etc at minimising waste arisings, energy and water use?					
Have you actively optimised your processes for 'green' at a systems level?					
Have you investigated IT solutions (ecommerce, telecommuting etc) to green your business processes?					
Have you assessed opportunities for/do you use on-site renewables?					

Subtotal:	<15	16-23	>24
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Supply Chain Management

Aspect	1	2	3	4	5
Have you measured the carbon footprint of your supply chain?					
How well do you rate suppliers on environmental performance?					
How likely are you to delist a supplier with poor green credentials?					
How well do you black list environmentally unfriendly materials?					
Have you engaged your suppliers in finding better solutions for you?					
Have you shifted to low impact raw materials, energy & water?					

Subtotal:	<15	16-23	>24
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Products & Services

Aspect	1	2	3	4	5
Have you measured the life cycle impact of your product or service?					
Have you investigated the market sensitivities re green products and services in your sector?					
Have you changed the design of your product or service to improve its green credentials?					
Have you had third party assessment of the environmental performance of your product or service?					
How effective is your green marketing?					
How likely are you to kill off 'ungreen' products and services?					

Subtotal:	<15	16-23	>24
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Business Model

Aspect	1	2	3	4	5
Have you considered radical alternatives for delivering your product/service to minimise environmental impact?					
Have you assessed the strategies for selling the attributes of that product/service?					
Have you assessed the potential for shifting to virtual products and services?					
How well can your product/service help others reduce their footprint?					
Have you investigated the market sensitivities re radically new green products and services in your sector?					
Have you launched any radically new and low impact products and services in the last 5 years?					

Subtotal:	<15	16-23	>24
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Organisational Alignment

Leadership

Aspect	1	2	3	4	5
How well is responsibility for sustainability defined at board level?					
How well are sustainability issues understood at board level?					
How well is the business case for sustainability understood at board level?					
How well do board members demonstrate commitment from the top?					
How involved do board members become in sustainability issues?					
Have sufficient resources been allocated to deliver sustainability?					

Subtotal:	<15	16-23	>24
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Strategy

Aspect	1	2	3	4	5
How strategic is your approach to sustainability?					
How well defined are your long-term goals and objectives?					
How ambitious are your targets and objectives?					
How well is your sustainability strategy embedded into your business strategy?					
Have you attempted to change the external business environment?					
How well is your strategy translating into practical action?					

Subtotal:	<15	16-23	>24
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Stakeholders

Aspect	1	2	3	4	5
How well have you identified your stakeholders re sustainability?					
How effectively are you engaging with them?					
How well are you perceived externally re sustainability?					
How well is sustainability embedded in your company culture?					
How effective is your staff engagement process?					
Have you changed things to make green behaviour easy?					

Subtotal:	<15	16-23	>24
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Management Systems

Aspect	1	2	3	4	5
How effective is your selection and monitoring of KPIs?					
How well is authority aligned with responsibility for sustainability?					
How good is your sustainability training procedure?					
How much internal/external expertise do you have access to?					
Is your budget for green issues adequate for the job?					
How effective is your project appraisal at capturing all green benefits?					

Subtotal:	<15	16-23	>24
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Summary

Use the subtotals above to tick Poor, Fair or Good in the table below to give you a summary of performance. The chapter numbers refer to the chapters of The Green Executive that can help you address these issues.

Criteria	Poor	Fair	Good	Chapter(s)
Business Case				
Understanding the Business Case				1-4
Practical Action				
Outreach				8
Good Housekeeping				9
Cleaner Processes				10
Supply Chain Management				11
Products & Services				12
Business Model				13
Organisational Alignment				
Leadership				15
Strategy				16
Stakeholders				17
Management Systems				18

About Gareth Kane

In Gareth's 13 years' experience in the environmental and sustainability sector he has worked with hundreds of organisations from micro-companies through to trans-national corporations, across many sectors including construction, pharmaceuticals, engineering and hospitality.

Gareth's is author of two books "The Three Secrets of Green Business" and "The Green Executive". The first is aimed at an operational level, the second looks at 'green' as a strategic leadership issue.

Gareth has a Bachelor's degree in Engineering from Cambridge University and a Master's Degree in Eco-Design at Newcastle University. He is a member of the Institute of Engineering and Technology and a Chartered Engineer.

About Terra Infirma

Terra Infirma's slogan, "bringing sustainability to life", sums up our company ethos: turning the theory of sustainability into practical reality. The company delivers a wide range of services in the sustainability field:

- Consultancy: feasibility studies, scoping reports, carbon footprinting, business planning, change management, staff engagement etc;
- Embedding Sustainability: working with our clients' staff to develop and implement sustainability programmes such our 'Lean, Mean & Green' service;
- Training: a wide range of off the shelf and bespoke training courses are available;
- Facilitation of events and workshops.

Recent clients include: AEA Technology Ltd, Aker Solutions Ltd, Business Link, The UK Government's Environment Department (DEFRA), Dott 07, Durham County Council, the European Union, Gentoo Housing Group, Middlesbrough Council, the UK's National Health Service (NHS), the National Industrial Symbiosis Programme, RWE nPower and Stone Homes Ltd.

Contact Details:

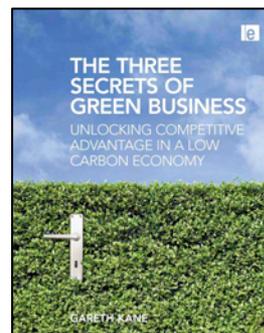
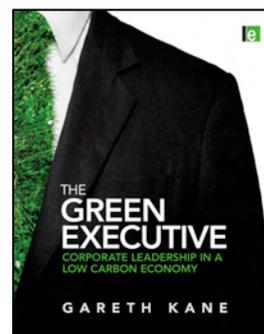
Terra Infirma Ltd, 157 Stratford Road, Newcastle upon Tyne, NE6 5AS, United Kingdom

Tel: +[44](0)191 265 7899

E-mail: info@terrainfirma.co.uk

WWW: <http://www.terrainfirma.co.uk>

Follow Gareth on Twitter - [@GarethKane](https://twitter.com/GarethKane)



Our clients say:

"If you want to incorporate sustainability principles into your business, you need to talk to Terra Infirma."

Dale Robinson, MD,
Stone Homes Ltd

"I thoroughly recommend Gareth Kane and Terra Infirma to anyone who needs to put sustainability principles at the heart of their project or organisation."

Nick Devitt
Dott07

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