

The Journal for

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## 21<sup>st</sup> Century Leadership

Social Responsibility  
 Lifelong Learning  
 Competence  
 Diversity  
 Resiliency  
 Collaboration  
 Credibility  
 Innovator  
 Ethics  
 Complexity  
 Compassion  
 Compelling Vision of the Future  
 Humility  
 Empathy  
 Adaptability  
 Mutual Respect  
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 Integrity  
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**Find Your Mojo:**

Add Meaning to Work and Life

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Tap Into Cultural Diversity

Speak to All Generations

Engage the Zombies

## Leading a Sustainable Organization

Donald Fisher

Leaders across the globe are becoming increasingly aware of the need to develop and deploy specific plans for addressing social responsibility. In fact, many believe that this is the most significant issue of the 21st century. *The Journal for Quality and Participation* is pleased to offer this excerpt from the new book, *Corporate Sustainability Planning Assessment Guide: A Comprehensive Organizational Assessment*, by Dr. Donald C. Fisher. This book provides a step-by-step process, aligned with the Baldrige criteria, for generating an organizational plan that will change the way your organization tackles the long- and short-term activities that are necessary to create true sustainability. As the introduction of the book states, "These guidelines for evaluating or revising an existing corporate sustainability plan and/or developing a new plan can provide a unique perspective regarding various vulnerabilities that exist within an organization's overall infrastructure."

We asked the author to share his perspective on why this topic is so essential now for organizational success, and here are his comments. "The corporate sustainability/social responsibility global initiative is much more than a fad. Corporate sustainability is 21st century leadership's competitive edge for the future. By operating better and more efficiently, organizations are increasing sales, reducing operating costs, and enhancing their brand reputations and market value. To cope with the trend of globalization, corporate leaders may want to consider applying a corporate sustainability/social responsibility plan by addressing their "triple bottom line," which includes paying close attention to their economic (financial factors), environmental (risk/requirement factors), and social (human factors) issues. The use of the Global Reporting Initiative (GRI) Index is the generally accepted framework for reporting an organization's economic, environmental, and social performance. It is designed for use by organizations of any size, sector, or location and contains general and sector-specific content that has been agreed upon by a wide range of stakeholders worldwide.

Corporate sustainability/social responsibility is of utmost importance for the survival of organizations and their future generations of employees. Organizations' product/service offerings and vendor networks are interconnected globally and are being recognized on a global scale. The World Economic Forum, which holds an annual global conference, recognizes the Global 100 most sustainable corporations in the world. Corporate sustainability/social responsibility reporting can be used by any organization for benchmarking and assessing its sustainability performance against notable global organizations with respect to laws, norms, codes, performance standards, and voluntary initiatives. Corporate sustainability/social responsibility is indeed critical to 21st century leaders who are entrepreneurial, think out of the box, and are serious about leading and growing sustainable organizations."

So let's take a look at the introductory contents of the book and see how Fisher sets the stage for the approaches in the book.

### Introduction

The globally integrated economy of the 21st century is providing new opportunities and spawning new kinds of dynamics and challenges. These call for innovation in management systems, work force models, employee engagement, corporate policy changes, and stakeholder diversity that require organizations to apply new methodologies to ensure ongoing corporate sustainability.

### Corporate Sustainability Planning

Corporate sustainability planning for an organization balances the need for economic growth with environmental protection and social equality. It is an evolving concept that organizational leaders are adopting because it makes good business sense. Reducing waste and inefficiency within an organization can save money and protect the environment. Systems-based pollution protection and sound environmental management can be good for employees, customers, and vendors. Organizations derive through strategic sustainability planning an

alignment of business objectives such as profit and competitiveness with sound economic, environmental, and social principles in place. Sustainability planning presents strategies for organizations to generate profits and save costs while contributing to the well-being of the planet and its people.<sup>1</sup>

The concept of corporate sustainability planning provides an enlightened and disciplined management approach of corporate resources throughout an organization.

### Sustainability—A New Management Philosophy

Corporate sustainability can be viewed as a new and evolving management philosophy that addresses organizational growth and profitability, environmental protection, social justice, and equality (economic/environmental/ social).

Sustainability is referenced by environmentalists as *ecological sustainability* and by many in the business community as *economic sustainability*, whereas sociologists reference it as “social sustainability.”<sup>2</sup> Corporate sustainability efforts therefore promote the integration and balance of all three sustainability concepts. They ensure sustainability in corporate service and/or product developments and offerings for future generations of employees, customers, and stakeholder groups.

Several recurrent themes regarding corporate sustainability are addressed throughout this manual. These include:

- Management of organizational growth by polluting the environment less
- Development of processes that ensure sustainability in key products and/or service offerings throughout the organization
- Development of governance and leadership philosophies that promote sustainability throughout the organization, and among key supplier and customer networks that are aligned with the organization
- Development of corporate policies and procedures, partnerships, top leadership commitment, and involvement with various stakeholder groups
- Addressing financial viability and key economic, environmental, and social issues
- Meeting the corporate needs of the present leadership without compromising the ability of future generations of corporate leaders to ensure stability within the organization regarding economic, environmental, and societal issues

- Ensuring that diversity is being considered in all corporate hiring, training, and employee development programs and offerings
- Ensuring that human rights are being considered before securing services and/or products from various vendor groups
- Developing strategic short- and longer-term planning initiatives that promote corporate sustainability
- Consideration of environmental impacts on all new service and product offerings
- Addressing and attempting to resolve employee, customer, supplier, and stakeholder concerns that relate to economic, environmental, and societal issues
- Evaluation of risk management and regulatory initiatives that are in place to help ensure corporate sustainability
- Recognition of employees, vendors, and customers who exhibit notable sustainability practices
- Documentation of key sustainability practices and/or processes throughout the organization<sup>3</sup>

### Sustainability Issues and Strategic Opportunities

Organizations face a wide array of sustainability issues today. Many small and mid-sized organizations lack a holistic strategic plan to address them or have a piecemeal and uncoordinated plan in place. The lack of a coordinated plan may result in the organization being exposed to unnecessary business risks and missing out on strategic opportunities for future growth and development.<sup>4</sup>

Corporate sustainability planning incorporates a wide array of diverse areas, which includes organizational issues such as business strategy, leadership and management development, finance, environmental issues, ethics, management of human resources, diversity, industry and community issues, health and safety, corporate governance, and labor relations.<sup>5</sup>

In order for an organization to strategically address this large array of sustainability issues and to help achieve its vision and mission, the use of the Malcolm Baldrige Criteria for Performance Excellence has been incorporated throughout this manual as an assessment tool.

### Global Sustainability Indexes and Criteria

There are many global criteria for sustainability that are used by organizations and profit-seeking

investors, such as the Dow Jones Sustainability Indexes, The Ethibel Sustainability Index, Ethical Global Index, FTSE4Good Global 100 Index, Humanix 200 Global, Ethinvest Environmental Index Australia, Jantzi Social Index Canada, Johannesburg Stock Exchange/FTSE4Good Index South Africa, and the Humanix 50 Index Sweden. Many of the indices' criteria are related, but are written with specific emphasis on various sustainability issues. In many cases the various criteria appear vague for organizations to use in developing their corporate sustainability plans.<sup>6</sup>

The various index criteria appear to be theoretical, and difficult to understand and simplify to support a strategic focus and a holistic view of an organization's overall sustainable initiatives and strategic opportunities for future implementation. The most notable existing model that is being used by various industries both in the United States and globally is the Criteria for Performance Excellence from the Baldrige National Quality Award Program that was developed in the United States. This model has indices in place that are aligned with several of the global sustainability indexes presently in place. The Baldrige Criteria not only promotes sustainability efforts, but also provides a framework to identify and implement sustainability initiatives that can be strategically aligned and used to promote performance excellence throughout an organization.<sup>7</sup>

## References

1. "2005 Environmental Sustainability Index (Benchmarking National Environmental Stewardship)," Yale Center for Environmental Law and Policy, Yale University and the Center for International Earth Science Information, Columbia University, 2005.
2. "Environmental and Social Responsibility," [www.worldbank.org](http://www.worldbank.org), Feb. 2009.
3. "Corporate Sustainability Reporting, Conceptual Issues," *The Corporate Sustainability Report*, Sept. 9, 2008.
4. "Corporate Sustainability That Makes Sense," *Ecostrategy Group Sustainability Strategy*, 2007-08.
5. Karen Janowski, "The Benefits of 'Going Green,'" *Sustainable Business*, Sept. 7, 2008.
6. *Dow Jones Sustainability Indexes, Guide to Dow Jones Sustainability World Indexes*, co-published by Sustainable Asset Management, 2006.
7. *Baldrige National Quality Program Criteria for Performance Excellence*, NIST.

## More Online

Go to <http://www.asq.org/pub/jqp> to review the complete first chapter of Fisher's new book.



## Donald Fisher

*Dr. Donald Fisher is executive director/CEO of Mid-South Quality Productivity Center. Fisher has presented the Malcolm Baldrige Award Criteria to and consulted with many organizations across the globe, including judging quality performance based on the Baldrige criteria for more than 170 leading organizations. Fisher has multi-year experience as a Baldrige examiner and has been involved with numerous other quality award programs as an examiner, judge, and/or member of the board of directors. He has conducted extensive research related to corporate sustainability planning and the use of the Baldrige criteria as a corporate sustainability assessment tool. He is the author or co-author of The Simplified Baldrige Award Organization Assessment, Demystifying Baldrige, Measuring Up to the Baldrige, Baldrige on Campus, The Baldrige Workbook for Healthcare, and Homeland Security Assessment Manual (A Comprehensive Organizational Assessment Based on Baldrige Criteria). Fisher can be contacted at [dfisher@memphischamber.com](mailto:dfisher@memphischamber.com).*

## Continuing the Journey

In 1999 the Baldrige National Quality Program expanded to allow educational organizations to participate. Since then, 142 K-12 school districts, colleges, and universities have applied for recognition, and five have received the award. The Keller Independent School District (KISD), led by superintendent Dr. James R. Veitenheimer, follows the lead of those educational organizations by adopting the Baldrige criteria as its framework for breakthrough and continuous improvement. In the October 2009 issue, *The Journal for Quality and Participation* launched a multi-part series to follow KISD as it implements this new approach. To check the district's progress since that time, go to <http://www.asq.org/pub/jqp> and watch the video update.

# stewardship & SUSTAINABILITY

Acting responsibly with a focus on the future

## More on Leading a Sustainable Organization

Here's another excerpt from the new book, *Corporate Sustainability Planning Assessment Guide: A Comprehensive Organizational Assessment*, by Dr. Donald C. Fisher, "Chapter 1: How to Assess Your Organization for Corporate Sustainability Planning."

The alignment of the Performance Excellence Criteria with Corporate Sustainability Planning provides a unique assessment methodology for an organization to gauge its corporate sustainability planning efforts. The Baldrige Criteria for Performance Excellence have been recognized as a "best practice" initiative for organizations to use to assess and to ensure that their sustainability performance is competitive in the global marketplace.

An organization would want to assess itself using the Performance Excellence Criteria because thousands of U.S. organizations stay abreast of ever-increasing competition and improve their overall performance using this internationally recognized quality standard. The Criteria can help an organization align resources and approaches, and improve corporate-wide communications, productivity, and effectiveness regarding sustainability planning efforts.

The Corporate Sustainability assessment scoring system is based on two evaluation dimensions: (1) process and (2) results. Each dimension should be considered before assigning a percentage score. All process evaluation dimension categories are linked to results, as well as being linked to each other. In addition, each of the categories assessed will have Corporate Sustainability Scoring Profiles based on Corporate Sustainability Progression issues.

### Process Evaluation Dimension (Categories 1–6)

*Process* refers to the methods your organization uses and improves to address the item requirements in Categories 1-6. The four factors used to evaluate process are approach, deployment, learning, and integration (A-D-L-I).

*Approach* (A) refers to:

- The methods used to accomplish the process

- The appropriateness of the methods to the item requirements
- The effectiveness of use of the methods
- The degree to which the approach is repeatable and based on reliable data and information (that is, systematic)

*Deployment* (D) refers to the extent to which:

- The approach is applied in addressing item requirements relevant and important to your organization
- The approach is applied consistently
- The approach is used by all appropriate work units

*Learning* (L) refers to:

- The refining of your approach through cycles of evaluation and improvement
- The encouraging of breakthrough change to your approach through innovation
- The sharing of refinements and innovation with other relevant work units and processes in your organization

*Integration* (I) refers to the extent to which:

- The approach is aligned with your organizational needs identified in other criteria item requirements
- The measures, information, and improvement systems are complementary across processes and work units
- The plans, processes, results, analysis, learning, and actions are harmonized across processes and work units to support organization-wide goals<sup>1</sup>

### Results Evaluation Dimension (Category 7)

*Results* refer to your organization's outputs and outcomes in achieving the requirements in items 7.1-7.6. The five factors used to evaluate results are performance levels, trends, comparisons, linkage, and gap (Le-T-C-Li-G).

*Performance Levels* (Le) refers to:

- Performance position of data
- Rank of data performance
- Current data performance

- Numerical information that places or positions the organization's results and performance on a meaningful measurement scale

*Trends (T)* refers to:

- Ratio (that is, slope of trend data)
- Breadth (that is, how widely deployed and shared)

*Comparisons (C)* refers to:

- Performance relative to appropriate comparisons
- Comparisons against exemplary results

*Linkage (Li)* refers to:

- Alignment of data to important customer product and service, process, and action plan performance requirements
- Complementary measures and results that are aligned throughout many parts of the organization
- Connective measures throughout the organization that drive key organizational strategies and goals

*Gap (G)* refers to:

- An interval in results data
- Missing segments of data<sup>1</sup>

### Importance as a Scoring Consideration

The two evaluation dimensions, described in the previous sections, are critical to evaluation and feedback. However, another critical consideration in evaluation and feedback is the importance of your reported process and results to your organization's key business factors (that is, key customer requirements, competitive environment, key strategic objectives, and action plans).<sup>1</sup>

The percent scores range from a low of 0 percent for zero-based preparation to a high of 100 percent for worldclass preparation. An organization can be 0 percent (zero-based) in some areas and 100 percent (world-class) in others. The anchor point is 50 percent, which is middle range. Many organizations fall below the 50 percent anchor point regarding Corporate Sustainability Planning. The 50 percent

anchor point is considered to be good, but certainly below what an organization that is striving to be the "best-in-class" in sustainability preparation and progression among leading organizations would score (see Figure 1).

Organizations that score 0 percent have an anecdotal approach, lack deployment, and have no meaningful sustainability results. Organizations that score 100 percent reflect a refined, very mature approach that is deployed and well adapted with sustainable results in all relevant areas of the organization.

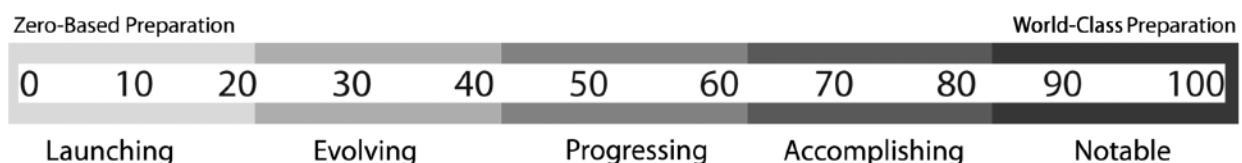
### Scoring Profiles Based on Corporate Sustainability Progression Levels

Scoring profiles based on the Corporate Sustainability Planning progression levels are provided in this manual to aid the team's scoring process. The teams should first consider the two dimensions (Process and Results) and review the Corporate Sustainability Scoring Profile section. The scoring profiles will aid the team in further profiling and fine-tuning the percentile range in which the scores should fall.

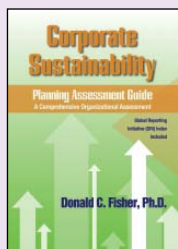
### Sustainability Levels of Progression

1. *Launching (0-20 percent)* The organization is beginning to initiate its sustainability efforts corporate-wide. Leaders do not fully promote corporate sustainability efforts, nor holistically understand how they can be aligned with the organization's strategic planning process.
2. *Evolving (20-40 percent)* The organization is implementing sustainability efforts in some departments/divisions corporate-wide. Senior leaders are beginning to support corporate-wide sustainability and are reviewing the inclusion of a few sustainability efforts within the organization's strategic planning process.
3. *Progressing (40-60 percent)* The organization's senior leadership is committed to sustainability and has a well-defined plan to deploy their strategic efforts throughout the work force. Customer/

**Figure 1**



## Corporate Sustainability Planning Assessment Guide: A Comprehensive Organizational Assessment



**Author:** Donald C. Fisher

**Abstract:** Corporate sustainability planning has risen in prominence over the past few years among leading organizations as a tool to achieve strategic dominance within the global marketplace. This manual is designed to serve as

an easy-to-use guide for an organization's cross-functional self-assessment team(s) to assess and score its corporate sustainability efforts.

It provides a template for self-assessment and strategic planning regarding corporate sustainability initiatives, offering due diligence for an organization's corporate sustainability efforts. Additionally, the manual provides guidance for employees and employee teams to score their departments or total organization in many areas and to collect sustainability data to benchmark against other best-practice organizations.

Corporate sustainability planning for an organization builds on its core values and can provide direction and rationale for the integration of sustainability principles among employees, vendors, and customers. The manual will help an organization identify and strategically address sustainability opportunities that will increase revenue and reduce costs; enhance the organization's reputation, brand, and market value; better attract and retain talented employees; mitigate regulatory and business risks; and address key economic, environmental, and social issues within the organization. The accompanying CD-ROM includes all the assessment forms and resources mentioned in the book.

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supplier/employee support systems are in place to ensure ongoing sustainability efforts are being initiated and managed throughout the organization. A corporate sustainability plan is being developed and aligned with the organization's strategic planning efforts.

4. *Accomplishing (60-80 percent)* The organization's senior leaders promote sustainability efforts among the work force, suppliers, and customer groups. A corporate sustainability plan has been developed and aligned with the organization's strategic plan. Managers, employees, suppliers, and customers are rewarded/recognized for their involvement in promoting corporate sustainability efforts and for helping the organization achieve sustainable results internally, throughout the community, and within the industry.
5. *Notable (80-100 percent)* The organization's senior leadership is visibly involved in promoting corporate sustainability efforts to employees, suppliers, customers, and the community where the organization conducts business. The organization

has become a community and industry model for its sustainability efforts and has become a global benchmark for corporate sustainability practices. The organization's sustainability practices are well-documented with results that have positive three- to five-year trends.

### Reference

1. *Baldrige National Quality Program Criteria for Performance Excellence*, NIST.

Corporate Sustainability Scoring Profiles

1. Leadership

<p>Sustainability Levels of Progression</p>	<p>World-Class Preparation</p> <p><b>Notable</b> 80-100%</p>	<ul style="list-style-type: none"> <li>• Senior leadership is visibly involved in promoting corporate sustainability industry-wide.</li> <li>• Senior leaders promote the formation of employee teams throughout the organization to focus on corporate sustainability issues corporate-wide.</li> <li>• Senior leadership reflects the organization’s commitment to environmental and societal sustainability issues corporate-wide.</li> </ul>
	<p><b>Accomplishing</b> 60-80%</p>	<ul style="list-style-type: none"> <li>• Most senior leaders promote corporate sustainability initiatives among employees.</li> <li>• Senior leadership meets with employee teams, key suppliers, partners, and customers on corporate sustainability issues.</li> <li>• Leadership at all levels promotes corporate sustainability as a major priority for the organization.</li> </ul>
	<p><b>Progressing</b> 40-60%</p>	<ul style="list-style-type: none"> <li>• Senior leadership shares corporate values regarding corporate sustainability priorities with employees, customers, partners, and suppliers.</li> <li>• Senior leadership is committed to public responsibility and corporate leadership regarding corporate sustainability.</li> <li>• Senior leaders support short- and long-term strategic planning for corporate sustainability.</li> </ul>
	<p><b>Evolving</b> 20-40%</p>	<ul style="list-style-type: none"> <li>• A few senior leaders and managers support and are involved in the organization’s corporate sustainability efforts.</li> <li>• Corporate sustainability initiatives exist in some parts of the organization.</li> <li>• The organization’s corporate policies and procedures reflect some commitment to corporate sustainability.</li> </ul>
	<p><b>Launching</b> 0-20%</p> <p>Zero-Based Preparation</p>	<ul style="list-style-type: none"> <li>• Some leaders are beginning to support organizational involvement in corporate sustainability initiatives.</li> <li>• Senior leadership is beginning to get involved with employees, suppliers, partners, and customers regarding corporate sustainability issues and concerns.</li> <li>• Senior leadership has a limited corporate sustainability plan in place.</li> </ul>

Process Dimension (Categories 1-6)  
Evaluation Factors

- Approach** (methods used to accomplish the process)
- Deployment** (application of the approach throughout the organization)
- Learning** (refinement of the approach through cycles of evaluation)
- Integration** (alignment of the approach throughout the organization)

**Corporate Sustainability Scoring Profiles**  
**2. Strategic Planning**

<p>Sustainability Levels of Progression</p>	<p><b>World-Class Preparation</b></p>	<ul style="list-style-type: none"> <li>• The organization’s strategic planning process includes corporate sustainability initiatives.</li> <li>• The organization seeks and receives corporate sustainability input from employees, suppliers, partners, and customers before developing a strategic plan.</li> <li>• The strategic planning process for corporate sustainability includes short- and longer-term plans based on key data, customer, supplier, partner, and employee survey data, and benchmark data deployed throughout the organization.</li> </ul>
	<p><b>Notable</b> 80-100%</p>	<ul style="list-style-type: none"> <li>• Senior management provides corporate sustainability input and approves the alignment of the corporate sustainability plan with the organization’s strategic planning process.</li> <li>• Operational corporate sustainability plans linked to the master strategic plan are developed throughout the organization.</li> <li>• Managers are held accountable for meeting strategic corporate sustainability goals and objectives.</li> </ul>
	<p><b>Accomplishing</b> 60-80%</p>	<ul style="list-style-type: none"> <li>• Operational corporate sustainability plans developed at department levels link with master plan.</li> <li>• The organization involves employees, suppliers, partners, and customers in corporate sustainability planning process.</li> <li>• Managers at all levels are held accountable for meeting corporate sustainability goals and objectives.</li> </ul>
	<p><b>Progressing</b> 40-60%</p>	<ul style="list-style-type: none"> <li>• Strategic corporate sustainability goals are established for key functional areas of the organization.</li> <li>• Some employees, suppliers, partners, and customers are involved in the corporate sustainability strategic planning.</li> <li>• Some senior managers are involved in corporate sustainability planning.</li> </ul>
	<p><b>Evolving</b> 20-40%</p>	<ul style="list-style-type: none"> <li>• A few employees, suppliers, partners, and customers are involved in planning for corporate sustainability.</li> <li>• Corporate sustainability planning is being reviewed for inclusion in the organization’s strategic planning process.</li> <li>• Employees beyond senior managers are beginning to be involved in planning for corporate sustainability initiatives.</li> </ul>
<p><b>Launching</b> 0-20%</p>	<p><b>Zero-Based Preparation</b></p>	

**Process Dimension (Categories 1-6)**  
**Evaluation Factors**

- Approach** (methods used to accomplish the process)
- Deployment** (application of the approach throughout the organization)
- Learning** (refinement of the approach through cycles of evaluation)
- Integration** (alignment of the approach throughout the organization)

**Corporate Sustainability Scoring Profiles**  
**3. Customer Focus**

<p>Sustainability Levels of Progression</p>	<p><b>World-Class Preparation</b></p> <p><b>Notable</b> 80-100%</p>	<ul style="list-style-type: none"> <li>• The organization conducts surveys, focus groups, and exit interviews to determine customer requirements for corporate sustainability.</li> <li>• The organization promotes trust and confidence in its products/ services to customers regarding corporate sustainability.</li> <li>• The organization is continuously gauging customer and market requirements and expectations regarding corporate sustainability.</li> </ul>
	<p><b>Accomplishing</b> 60-80%</p>	<ul style="list-style-type: none"> <li>• Effective feedback systems are in place to obtain critical customer and market data regarding corporate sustainability.</li> <li>• Customer contact employees are given corporate sustainability training.</li> <li>• Logistical support is in place for customers to receive corporate sustainability support.</li> </ul>
	<p><b>Progressing</b> 40-60%</p>	<ul style="list-style-type: none"> <li>• Effective customer support regarding corporate sustainability is in place.</li> <li>• A complaint management process for customer concerns regarding corporate sustainability is in place.</li> <li>• Customer-contact employees are trained on corporate sustainability issues.</li> </ul>
	<p><b>Evolving</b> 20-40%</p>	<ul style="list-style-type: none"> <li>• Some customer groups and markets are segmented regarding corporate sustainability requirements.</li> <li>• Customer follow-up system is being developed to address corporate sustainability issues.</li> <li>• Future corporate sustainability expectations and requirements are determined and considered for future implementation among many customers.</li> </ul>
	<p><b>Launching</b> 0-20%</p> <p><b>Zero-Based Preparation</b></p>	<ul style="list-style-type: none"> <li>• Organization is beginning to promote trust and confidence with customers regarding corporate sustainability issues.</li> <li>• Organization surveys its customers/markets regarding corporate sustainability issues.</li> <li>• Organization is beginning to consider corporate sustainability a customer service issue.</li> </ul>

**Process Dimension (Categories 1-6)**  
**Evaluation Factors**

- Approach** (methods used to accomplish the process)
- Deployment** (application of the approach throughout the organization)
- Learning** (refinement of the approach through cycles of evaluation)
- Integration** (alignment of the approach throughout the organization)

**Corporate Sustainability Scoring Profiles**  
**4. Measurement, Analysis, and Knowledge Management**

<p>Sustainability Levels of Progression</p>	<p><b>World-Class Preparation</b></p> <p><b>Notable</b> 80-100%</p>	<ul style="list-style-type: none"> <li>Processes and technology to ensure timely, accurate, valid, and useful corporate sustainability data for employees, suppliers, partners, and customers is in place.</li> <li>Competitive comparisons and benchmarking information and data are used to improve and maintain corporate sustainability.</li> <li>Corporate sustainability data is analyzed organization-wide by employee teams that translate it into useful information to help sustain the workplace environment..</li> </ul>
	<p><b>Accomplishing</b> 60-80%</p>	<ul style="list-style-type: none"> <li>Employees have rapid access to corporate sustainability data throughout the organization.</li> <li>Comparative corporate sustainability data is collected, analyzed, and translated into useful information to support a secure workplace.</li> <li>Processes and technologies are used across most of the organization to ensure that corporate sustainability data is complete, timely, accurate, valid, and useful.</li> </ul>
	<p><b>Progressing</b> 40-60%</p>	<ul style="list-style-type: none"> <li>Employees have access to corporate sustainability data in many parts of the organization.</li> <li>Most critical processes have corporate sustainability data that is complete, accurate, and timely.</li> <li>Measures exist that gauge corporate sustainability effectiveness throughout the organization.</li> </ul>
	<p><b>Evolving</b> 20-40%</p>	<ul style="list-style-type: none"> <li>Corporate sustainability data exist for some critical products/ services and processes.</li> <li>Organization ensures that hardware and software are reliable, secure, and user-friendly regarding corporate sustainability.</li> <li>Corporate sustainability data and knowledge is transferred to key customers, suppliers, and partners.</li> </ul>
	<p><b>Launching</b> 0-20%</p> <p><b>Zero-Based Preparation</b></p>	<ul style="list-style-type: none"> <li>Corporate sustainability data received for comparison is beginning to be collected.</li> <li>Limited corporate sustainability data is used to ensure a sustainable workplace for employees.</li> <li>Collection of corporate sustainability data is in the beginning stages within the organization and is being shared with some customers, suppliers, and partners.</li> </ul>

**Process Dimension (Categories 1-6)**  
**Evaluation Factors**

- Approach** (methods used to accomplish the process)
- Deployment** (application of the approach throughout the organization)
- Learning** (refinement of the approach through cycles of evaluation)
- Integration** (alignment of the approach throughout the organization)

**Corporate Sustainability Scoring Profiles  
5. Workforce Focus**

<p>Sustainability Levels of Progression</p>	<p><b>Notable</b> 80-100%</p>	<ul style="list-style-type: none"> <li>• The organization is highly sensitive to employee well-being and satisfaction regarding corporate sustainability.</li> <li>• Organization supports corporate sustainability plans and goals through employee education, training, and development initiatives.</li> <li>• Organization supports workplace sustainability by promoting cross-functional teams to address and to be recognized for innovative problem-solving approaches in identifying and resolving corporate sustainability issues.</li> </ul>
	<p><b>Accomplishing</b> 60-80%</p>	<ul style="list-style-type: none"> <li>• Senior and middle management support and recognize employee involvement, contributions, and teamwork in resolving corporate sustainability issues.</li> <li>• Employee idea sharing and innovation is encouraged regarding corporate sustainability.</li> <li>• Employees are empowered and rewarded when they identify and address corporate sustainability issues.</li> </ul>
	<p><b>Progressing</b> 40-60%</p>	<ul style="list-style-type: none"> <li>• Corporate sustainability awareness is promoted within many parts of the organization.</li> <li>• Employees are given corporate sustainability training on an annual basis.</li> <li>• Management supports cross-functional teams to identify corporate sustainability opportunities for the organization.</li> </ul>
	<p><b>Evolving</b> 20-40%</p>	<ul style="list-style-type: none"> <li>• Managers in some parts of the organization support employee involvement in corporate sustainability.</li> <li>• Organization keeps employees informed regarding corporate sustainability issues in some management meetings.</li> <li>• Employee training initiatives address some corporate sustainability issues.</li> </ul>
	<p><b>Launching</b> 0-20%</p>	<ul style="list-style-type: none"> <li>• Few employees within the organization are empowered to work on corporate sustainability issues.</li> <li>• Workforce is periodically surveyed regarding its well-being and satisfaction with the organization's corporate sustainability initiatives.</li> <li>• Employees involved with improving corporate sustainability are periodically recognized by the organization.</li> </ul>

**Process Dimension (Categories 1-6)  
Evaluation Factors**

- Approach** (methods used to accomplish the process)
- Deployment** (application of the approach throughout the organization)
- Learning** (refinement of the approach through cycles of evaluation)
- Integration** (alignment of the approach throughout the organization)

Corporate Sustainability Scoring Profiles  
6. Process Management

<p>Sustainability Levels of Progression</p>	<p>World-Class Preparation</p>	<ul style="list-style-type: none"> <li>• Key corporate sustainability processes have been identified and documented across the organization.</li> <li>• Systematic approaches are used to document corporate sustainability processes to ensure shortened cycle time and consistent procedures.</li> <li>• Critical corporate sustainability processes are reviewed on an ongoing basis to reduce variability, and to keep the processes current with sustainability needs and directions.</li> </ul>
	<p>Notable 80-100%</p>	<ul style="list-style-type: none"> <li>• Key corporate sustainability processes are documented and controlled across the organization.</li> <li>• Comprehensive corporate sustainability assessments are conducted throughout the organization on an annual basis.</li> <li>• Analytic problem-solving tools are used within the organization to improve corporate sustainability processes.</li> </ul>
	<p>Accomplishing 60-80%</p>	<ul style="list-style-type: none"> <li>• Process assessments are conducted in many parts of the organization to ensure key corporate sustainability issues have been identified, documented, and flowcharted.</li> <li>• Customer, supplier, partner, and employee input are used to flowchart and document key processes identified for corporate sustainability.</li> <li>• Organization identifies and documents key processes which support corporate sustainability.</li> </ul>
	<p>Progressing 40-60%</p>	<ul style="list-style-type: none"> <li>• Corporate sustainability assessments are conducted only when key customers complain.</li> <li>• Not all critical corporate sustainability issues have been identified and addressed.</li> <li>• Limited customer, supplier, and partner input is incorporated into documentation of corporate sustainability designs.</li> </ul>
	<p>Evolving 20-40%</p>	<ul style="list-style-type: none"> <li>• Organization is beginning to identify and document key corporate sustainability issues regarding its assessment of corporate sustainability issues.</li> <li>• Some corporate sustainability assessments are conducted.</li> <li>• Corporate sustainability issues to ensure a safe work environment are beginning to be addressed and documented.</li> </ul>
<p>Launching 0-20%</p>	<p>Zero-Based Preparation</p>	

Process Dimension (Categories 1-6)  
Evaluation Factors

- Approach** (methods used to accomplish the process)
- Deployment** (application of the approach throughout the organization)
- Learning** (refinement of the approach through cycles of evaluation)
- Integration** (alignment of the approach throughout the organization)

**Corporate Sustainability Scoring Profiles**  
**7. Results**

<p>Sustainability Levels of Progression</p>	<p><b>World-Class Preparation</b></p> <p><b>Notable</b> 80-100%</p>	<ul style="list-style-type: none"> <li>• Customer satisfaction results regarding corporate sustainability have shown positive results over the past three years.</li> <li>• Corporate sustainability performance results have experienced a steady improvement over the past five years.</li> <li>• Employee suggestions for corporate sustainability improvement and innovative sustainable work practices show positive trends over the past several years.</li> </ul>
	<p><b>Accomplishing</b> 60-80%</p>	<ul style="list-style-type: none"> <li>• The organization’s corporate sustainability improvement results reflect improvement in cycle time and operational performance.</li> <li>• Key measures of the organization’s corporate sustainability reflect cycle time reductions, and cost results have improved over the past three years in most parts of the organization.</li> <li>• Comparative corporate sustainability benchmark results reveal that the organization is leading its industry.</li> </ul>
	<p><b>Progressing</b> 40-60%</p>	<ul style="list-style-type: none"> <li>• Key measures of corporate sustainability within Operations, Shipping, and Customer Contact reflects a three-year trend of positive results.</li> <li>• Supplier partnerships with the organization’s corporate sustainability efforts show positive trends over the past three years.</li> <li>• Customer involvement with corporate sustainability issues reflects positive results over the past two years.</li> </ul>
	<p><b>Evolving</b> 20-40%</p>	<ul style="list-style-type: none"> <li>• Customer satisfaction with corporate sustainability shows positive results and trends.</li> <li>• Employee involvement in corporate sustainability projects has shown positive results over the past two years.</li> <li>• Employee satisfaction with the organization’s corporate sustainability efforts shows positive trends over the past three years.</li> </ul>
	<p><b>Launching</b> 0-20%</p> <p><b>Zero-Based Preparation</b></p>	<ul style="list-style-type: none"> <li>• A few corporate sustainability benchmark results are collected by the organization.</li> <li>• Employee satisfaction with corporate sustainability issues within the organization is surveyed and results used to better identify sustainability issues.</li> <li>• The organization is beginning to use data to identify key corporate sustainability issues that are important to customers.</li> </ul>

**Results Dimension (Categories 7)**  
**Evaluation Factors**

- Performance Levels** (position of data performance)
- Trends** (rate and breadth of data)
- Comparisons** (results relative to appropriate benchmarks)
- Linkage** (alignment of data with key organizational initiatives)
- Gap** (missing segments of data)