

LEADERSHIP/SENIOR MANAGEMENT CHECKLIST 1/2 | GUIDE

Practice	Step 1. Pilot (1 point)	Sep 2. Initiative (3 points)	Step 3. Systemic (9 points)	Points
Sustainability management system: Have in place a process to routinely set priorities for sustainability improvements, monitor results and institutionalize best practices.	Have a parallel structure and process to identify and make sustainability improvements (e.g a steering committee).	Have implemented an environmental management system (EMS) equivalent to ISO 14001.	Implement an ISO-compliant EMS with sustainability policies, criteria and targets embedded.	
Vision: Have a clear vision for how sustainability relates to your organization's mission.	Establish vision and framework for sustainability that clearly defines the business case for pursuing it.	Have conducted a backcasting-like process to develop a clear long-term vision of sustainability and interim goals that take responsibility for all major externalities.	Have a long-term vision of your role in a fully sustainable society. Question basic assumptions of your mission or business model and engage in long-term efforts to transform your organization and sector.	
Strategy: Integrate sustainability into the strategy and mission.	Create a strategy to spread sustainable thinking throughout the organization.	Embed sustainability into the strategic and business planning process of the organization.	Actively work to transform your industry or supply chain.	
Communication and education: Clearly communicate the importance of the vision and strategy to all affected employees.	Explain the need for pursuing sustainability and take symbolic action to back up the rhetoric.	Train all employees in sustainability and your chosen framework(s). Provide frequent updates and ways to reinforce sustainability thinking.	Speak regularly to other groups about your efforts, encouraging them to adopt sustainable practices and learn from your experience.	

Average score less than 1: **Lagging:** You are beginning to fall behind others who are implementing sustainable practices and should look for ways to catch up. You may need to develop a more compelling business case for pursuing sustainability. We recommend beginning with projects that make good business sense from a traditional perspective.

Average score 1-3: **Learning:** You have made good progress but have a lot more that you can do. Look for ways to build on your existing successes or choose projects that are timely for other reasons.

Average score over 3: **Leading:** You are out in front, blazing the trail for others. Keep innovating and share your lessons learned through speaking and writing.