Contents

Pretace		хi
About the Elr	nwood Institute	χv
About the Au	othors	xvii
	Concept and Development of Management	
Chapter 1	Trends toward Ecologically Conscious Management	3
	Increase in Environmental Concerns Business Trends toward Systemic Management Ecologically Conscious Management Benefits of Ecologically Conscious Management	
Chapter 2	Methods of Environmental and Ecological Auditing	1 <i>7</i>
	Expansion of "Auditing" beyond Financial Data Environmental Data Analysis: Quantity and Quality Methods of Environmental Auditing Methods of Ecological Auditing	
Chapter 3	Innovative EcoManagement Practices and Programs Worldwide	31
	Good Practices Agents of Change	

Chapter 4	The Paradigm Shift from Environmentalism to EcoManagement	59
	Transforming from Environmental to Ecological Management	
	Shallow Environmentalism and Deep Ecology Elmwood's Definition of an Eco-Audit	
art II. THEC	dry and Practice of EcoManagement	
Chapter 5	Managing the Change to an Ecologically Conscious Corporate Culture	69
	New Perceptions, Ideas, and Values	
	Systemic Management	
	Corporate Goals and Strategies	
	Motivating Change	
	The Organization of EcoManagement	
	Expression: Advertising Policy, Product Design Criteria, Public Image	
Chapter 6	The Company as a Living System: A Framework for Organizing EcoManagement	91
	Metabolic Flow and the Organizational Chart EcoManaging the Living Organization	
Chapter 7	Energy and Materials Inflows	97
·	Checklist #1: Energy Checklist #2: Materials	
Chapter 8	Design, Processing, and Manufacturing Operations	107
	Checklist #3: Product Design and Development Checklist #4: Manufacturing and Production Checklist #5: Recycling	
Chapter 9	Sales, Marketing, Waste, and Emission Outflows	119
	Checklist #6: Marketing and Sales Checklist #7: Wastes and Emissions	

Chapter 10	Financial, Human Resource, and Other Support Structures	127
	Checklist # 8: Finance Checklist # 9: Investments Checklist #10: The Workplace Checklist #11: Transportation Checklist #12: The Physical Plant and Its Enviror Checklist #13: International Business Relations	ns
Chapter 11	Getting Started: Priorities and Action Plans Ecological Priorities Human Resource and Organizational Priorities Human Health and Psychological Priorities	149
Chapter 12	Planning the Eco-Audit Conclusion: The Ecological Transformation of Business	155
Appendix A.	Auditing Resources	159
Appendix B. The CERES Principles		161
Bibliography		165
Index		1 <i>7</i> 1