

# Table of Contents

<b>Introduction</b> .....	vii
<i>John T. Willig</i>	
<b>Section I: Achieving Worldwide Competitive Advantage</b>	
<b>Chapter 1:</b> TQM and Strategic Environmental Management <i>Gene Blake</i>	1
<b>Chapter 2:</b> Corporate Environmental Management Survey Shows Shift from Compliance to Strategy .....	7
<i>Tony Lent and Richard P. Wells</i>	
<b>Chapter 3:</b> Certification of Environmental Management Systems—ISO 9000 and Competitive Advantage .....	33
<i>Suzan L. Jackson</i>	
<b>Section II: Understanding Total Quality Management</b>	
<b>Chapter 4:</b> A Point of View: Seven Principles of Quality Leaders .....	43
<i>Y.K. Shetty</i>	
<b>Chapter 5:</b> The Team Approach to Companywide Change <i>Robert Janson and Richard L. Gunderson</i>	51
<b>Chapter 6:</b> Hitting the Wall: How To Survive Your Quality Program's First Crisis .....	63
<i>Barry Sheehy</i>	

**Section III: Organizing and Integrating Environmental Quality Management Beyond Compliance**

**Chapter 7:** Environmental Leadership *Plus* Total Quality Management *Equals* Continuous Improvement  
*Abhay K. Bhushan and James C. MacKenzie*

**Chapter 8:** Environmental Marketing's New Relationship with Corporate Environmental Management .....  
*Walter Coddington*

**Chapter 9:** Sylvania's GTE Products Problem Stoppers: #1 Employee Involvement Team .....  
*Darlene W. Caplan*

**Chapter 10:** Environmental Community Relations: A Vital Component in TQEM .....  
*Cynthia Leslie-Bole and Stephen J. Nelson*

**Chapter 11:** Measuring for Success in Communications for Permits ..... 119  
*Thomas R. Blank*

**Section IV: Benchmarking and Measuring for Success**

**Chapter 12:** Why—and How To—Benchmark for Environmental Excellence .....  
*Marcia F. Williams*

**Chapter 13:** Measuring Environmental Success .....  
*Richard P. Wells, Mark N. Hochman, Stephen D. Hochman, and Patricia A. O'Connell*

**Chapter 14:** Selecting Measures for Corporate Environmental Quality: Examples from TQEM Companies .....  
*Chris FitzGerald*

**Chapter 15:** TQM and the Cost of Environmental Quality  
*Richard S. Greenberg and Cynthia A. Unger*

**Chapter 16:** Getting Organizational Buy-in for Benchmarking:  
Environmental Management at Weyerhaeuser ..... 185  
*Kenneth M. Karch*

**Section V: Auditing for Environmental Total Quality**

**Chapter 17:** Building Audits into TQEM Measurement Systems  
at P&G ..... 197  
*Michael T. Fisher*

**Chapter 18:** Continuous Improvement through  
Environmental Auditing ..... 205  
*Ann C. Smith*

**Chapter 19:** Polaroid's Environmental Accounting and  
Reporting System: Benefits and Limitations of a  
TQEM Measurement Tool ..... 217  
*Jennifer Nash, Karen Nutt, James Maxwell, and  
John Ebrenfeld*

**Chapter 20:** Evaluating Management Systems as  
Part of Environmental Audits ..... 235  
*Lawrence B. Cabill*

**Chapter 21:** Environmental Health and Safety Management at  
Vulcan Chemicals: Total Quality and Auditing ..... 245  
*W.T. Parrott*

**Chapter 22:** Auditing for Environmental Excellence at  
Union Carbide ..... 257  
*Paul D. Coulter*

**Section VI: Manufacturing and Information  
Technology for TQEM in the Nineties**

**Chapter 23:** Environmentally Conscious Manufacturing:  
A Technology for the Nineties .....  
*Suzanne H. Weissman and Janine C. Sekutowski*

**Chapter 24:** Reducing Life-Cycle Environmental Impacts:  
An Industry Survey of Emerging Tools and Programs.  
*Michael S. Sullivan and John R. Ebrenfeld*

<b>Chapter 25:</b> Total Quality Product Design— How To Integrate Environmental Criteria into the Product Realization Process .....	305
<i>Brian T. Oakley</i>	
<b>Chapter 26:</b> Customer-Driven Environmental Management Information Systems .....	
<i>Chris FitzGerald</i>	
<b>Chapter 27:</b> The Power of <i>IT</i> : How Can Information Technology Support TQEM? .....	
<i>Lynn Johannson</i>	