

Iso 14001 Environmental Certification Step By Step Revised Edition

This book provides practical advice on how to achieve compliance with ISO 14001:2015, the international standard for an EMS (environmental management system). With an EMS certified to ISO 14001, you can improve the efficiency of your business operations and fulfil compliance obligations, while reassuring your employees, clients and other stakeholders that you are monitoring your environmental impact. This easy-to-follow guide takes a step-by-step approach, and provides many sample documents to help you understand how to record and monitor your organisation's EMS processes. Ideal for compliance managers, IT and general managers, environmental officers, auditors and trainers, this book will provide you with: The confidence to plan and design an EMS. Detailed descriptions of the ISO 14001:2015 requirements will give you a clear understanding of the standard, even if you lack specialist knowledge or previous experience; Guidance to build stakeholder support for your EMS. Information on why it is important for an organisation to have an environmental policy, and a sample communications procedure will help you to raise awareness of the benefits of implementing an EMS; and Advice on how to become an ISO 14001-certified organisation. The book takes a step-by-step approach to implementing an ISO 14001-compliant EMS. Key features: A concise summary of the ISO 14001:2015 requirements and how you can meet them. An overview of the documentation needed to achieve ISO 14001:2015 accreditation. Sample documents to help you understand how to record and monitor your organisation's environmental management processes. New for the second edition: Updated for ISO 14001:2015, including terms, definitions and references; Revised approach to take into account requirements to address "risks and opportunities". Your practical guide to implementing an EMS that complies with ISO 14001:2015 – buy this book today to get the help and guidance you need!

The issue of sustainability has become a vital discussion in many industries within the public and private sectors. In the business realm, incorporating such practices allows organizations to redesign their operations more effectively. The Handbook of Research on Supply Chain Management for Sustainable Development is a critical scholarly resource that examines academic and corporate interest in sustainability in all facets of business management. Featuring coverage on a wide range of topics such as green supply chains, environmental standards, and production planning, this book is geared toward professionals, researchers, and managers seeking current and relevant research on optimizing supply chains to ensure fair labor practices, lower emissions, and a cleaner environment.

This title focuses on how-to instructions of identifying aspects and impacts to conform to the requirements of an environmental management system standard or industry code of practice. The book uses examples from six companies from different industry sectors with different environmental impacts.

The development of an environmental management plan is an essential business activity that helps organise, direct and control operational activities, and plan for future environmental risk. Once created, an environmental management plan is an ongoing asset that requires regular updating and enables benchmarking against company targets and competitors. Environmental Management Plans Demystified takes you step-by-step through the process and procedures required to implement a successful plan. Its clear, accessible style allows you to achieve ISO 14001 compliance with the minimum of effort. Examples of standard documentation, case studies, flowcharts, and checklists are included, as well as useful hints to avoid resource-wasting pitfalls. If you want to install a successful environmental management plan that will minimise environmental risk and create a competitive advantage for your company, this book is an essential practical guide for both the absolute beginner and the experienced practitioner.

An Operations Guide to Safety and Environmental Management Systems (SEMS): Making Sense of BSEE SEMS Regulations gives engineers and managers a vital tool to understand, prepare and manage SEMS audits before, during and after they are done. At the core of the book are 17 elements stemming from regulations which are broken down in parts to help management learn the compliance measures. Elements are supported by practical case studies that analyze past failures and lessons learned. A helpful glossary, abbreviations list and additional section of references give offshore engineers and operators clear-and-concise direction on how to perform key actions in SEMS audits. Breaks down each element of the SEMS audit to understand guidelines and lessons learned Supported with real-world case studies, a glossary, an abbreviations list and extended references Teaches readers the purpose of regulations and what is most critical

"For readers who are designing and implementing an environmental management system for the first time, Effective Implementation of ISO 14001 goes beyond general description to identify the ways in which ISO 14001:2004 can be implemented within the constraints of business strategies, environmental imperatives, and regulatory requirements. For readers faced with maintaining a mature environmental management system, it assists the process of comparing existing approaches and activities with the revised requirements, identifying weak or missing elements, and modifying the environmental management system to conform to ISO 14001:2004"--Jacket.

The do-it-yourself manual, with steps to success and simple explanatory notes, designed for real companies. ISO 14001 Environmental Certification Step by Step has been written with smaller companies especially in mind. Dr. A.J. Edwards explains how to achieve the ISO 14001 standard. Together, these provide a quick and straightforward guide to achieving the requirements of ISO 14001 Environmental Certification. This revised edition has been updated to cover the latest developments in the interpretation of the standard, plus changes in related legislation, such as the EU's Eco-Management and Audit Scheme (EMAS), Control of Pollution regulations, Dangerous Substances and Explosive Atmospheres Regulations, Landfill charges, Pollution Prevention and Control, and Asbestos Regulations. In addition, the new ISO 19011:2002 standard for auditing is reflected in the book, as are approaches to phased introduction of ISO 14001. Many organisations working towards ISO 14001 already possess ISO 9000 registration, or choose to achieve ISO

14001 and ISO 9000 simultaneously as an integrated system. To prevent duplication, ISO 14001 Environmental Certification Step by Step includes cross-referencing of ISO 14001 requirements to the relevant procedures in the Quality System. A do-it-yourself manual, with steps to success and simple explanatory notes Revised and updated to cover developments in the interpretation of the standard, changes in related legislation, such as the EU's Eco-Management and Audit Scheme (EMAS), new standards and standards

This third edition of Sheldon and Yoxon's authoritative Environmental Management Systems (previously entitled Installing Environmental Management Systems) has been extensively revised to cover changes in international standards and other related developments in the field such as British Standard BS 8555. Drawing on the authors' extensive hands-on experience in both implementing and training others, it describes how such systems can be used to prioritize actions and resources, increase efficiency, minimize costs and lead to better, more informed decision making. Set out in a straightforward series of steps, it cuts through the jargon and demolishes the myths that surround this important management tool. The authors explain the importance of carrying out an initial environmental review, identifying cause and effect, understanding legislative and regulatory issues, developing a policy and defining objectives and targets. They also describe how to design an effective environmental management programme and implement a successful audit and review. Clear and concise, and packed with helpful practical examples and insider tips, it has become the standard manual for managers and consultants at all levels.

The design and implementation of an ISO 14001 environmental management system (EMS) need not be complicated or costly, and this book focuses on getting a basic yet effective EMS in place with minimal effort so that the organization can move quickly towards the environmental performance improvements that will be needed to meet the growing international demand for corporate environmental stewardship. The real benefit of ISO 14001 is that it can significantly improve an organization's environmental performance while greatly improving its bottom line at the same time. Unfortunately, most companies that have implemented ISO 14001 have not yet moved beyond compliance and have not yet realized these dual benefits. In order to support the goal of quick and easy ISO 14001 implementation, dozens of tools, checklists, procedure templates, and spreadsheets applicable to organizations of all sizes are provided on an accompanying CD-ROM. These tools not only speed the design and implementation of the EMS, they also provide for efficient and effective ongoing maintenance of the system.

This book covers the cross-disciplinary areas between management issues and engineering issues relevant to implementation of Environmental Management Systems (EMS) to the ISO 14000 series standards. It summarises the requirements set by ISO 14001 and considers the management and engineering policies needed to satisfy these requirements and achieve ISO 14001 certification. Unique approach by integrating environmental management and engineering considerations Avoids overuse of complicated technical jargon Detailed coverage of measurement and calibration standards to meet ISO 14001 Provides example of EMS documentation and records manual Detailed coverage and control of air, water, noise, vibration pollution and waste management

Integrating Business Management Processes: Management and Core Processes (978-0-367-48549-8, 365816) Shelving Guide: Business & Management The backbone of any organisation is its management system. It must reflect the needs of the organisation and the requirements of its customers. Compliance with legal requirements and ethical environmental practices contributes towards the sustainability of the management system. Whatever the state of maturity of the management, this book, one of three, provides useful guidance to design, implement, maintain and improve its effectiveness. This volume, with its series of examples and procedures, shows how organizations can benefit from satisfying customer requirements and the requirements of ISO standards to gain entry into lucrative markets. It provides a comprehensive coverage of the key management and core processes. Topics include the impact of management systems on business performance, strategic planning, risk management, good manufacturing practices, purchasing, production and provision of services, new product planning, warehousing and logistics, sales management and several other topics. This book, along with its two companion volumes, is a practical guide for real managers, designed to help them manage their business more effectively and gain competitive advantage. Titus De Silva is a consultant in management skills development, pharmacy practice, quality management and food safety and an advisor to the newly established National Medicines Regulatory Authority (NMRA) in Sri Lanka.

In 1996, the Federal Facilities Council (FFC), which operates under the aegis of the National Research Council, established a standing committee on Environmental Engineering with the express purpose of providing a forum where federal environmental engineers and program managers could meet on a regular basis to exchange information about facilities-related environmental programs, policies, and issues. The committee members, like environmental program managers in other types of organizations, are increasingly concerned about achieving and demonstrating sound environmental performance by meeting the requirements of environmental regulations and limiting the impacts of their products or services on the environment. To foster communication and address concerns about EMSs, the FFC Standing Committee on Environmental Engineering hosted a one-day workshop on Environmental Management Systems and ISO 14001. The workshop was held April 9, 1998, at the National Academy of Sciences in Washington, D.C.

A well-planned marketing orientation strategy that keeps customers informed is the first step to building a long-term relationship with customers and providing them with appropriate incentives. The difficulty with providing a winning strategy in a highly competitive market, however, stems from responding to the specific needs of the customers. Customer Satisfaction and Sustainability Initiatives in the Fourth Industrial Revolution is an essential reference source that links together three highly relevant topics in the business of modern economy—innovation, customer satisfaction, and sustainability—and analyzes their synergies. Featuring research on topics such as e-business, global business, and sustainable innovation, this book is ideally designed for business consultants, managers, customer service representatives, entrepreneurs, academicians, researchers, and students seeking coverage on directing sustainable companies.

This book explains how an organization can use a management system to both control and improve its environmental performance. It provides guidance in building the environmental management system (EMS) in support of the organization's operations---linking the management system to the requirements of ISO 14001 to support third-party certification to ISO 14001:2015. Included in the text are best practices as well as common pitfalls and weaknesses the author has observed in various organizations. He is an environmental auditor and EMS internal auditor trainer and consultant. He has audited EMSs of over 100 companies to ISO 14001. For those organizations already certified to ISO 14001:2004, the book highlights the changes required to upgrade to the new 2015 version. In addition, included on an accompanying CD are comprehensive check sheets to be used by internal auditors in auditing an EMS's conformance to ISO 14001:2015. Environmental Management System ISO 14001:2004 provides the information and practical know-how required to facilitate a smooth adoption and incorporation of the latest revisions and enhancements put forth by the International Organization for Standardization. This unique work shows how to adopt or transition to the documentation procedures required

Business is coming under increasing pressure from government, customers and campaigning groups to improve its environmental performance. Soaring utility and compliance costs are hitting companies where it hurts - on their bottom line. But there is another way of looking at the green agenda - as an opportunity rather than a threat. Written by renowned green business expert Gareth Kane, this practical 'how-to' guide contains everything you need to know about making your business green and increasing profits. Key features include: ' The

Three Secrets of Green Business Success. ' Preparing To Go Green - change management, indicators, communication and marketing. ' Small Steps - the easy actions that will cut waste of materials, water and energy and save you money. ' Huge Leaps - the really big changes that will make your business truly green by changing your processes, products and business models. ' Hundreds of handy hints and tips. ' Checklists and a brainstorming tool Packed with examples, this book provides a highly accessible, practical guide to those who want to introduce sustainability into their business or organization quickly and effectively.

Simplify the enormous array of U.S. environmental regulations. This popular handbook simplifies the complex world of environmental law and regulations so you can quickly see which ones impact your job, project, or course of study. This quick guide provides: Easy to read research on a huge amount of environmental laws and regulations that will cut down your research time History and summary of major U.S. laws and regulations Definitions of acronyms This book simplifies 38 federal environmental regulations, including national policy, pollution prevention, air, sound, water pollution, drinking water, spills and notifications, dumping, shore protection, solid water, hazardous waste, storage tanks, workplace safety, chemicals, pesticides, mining, nuclear energy, marine mammal protection, coastal zone, estuaries, species protection, forests, soil/water conservation, ecosystems, wetlands, non indigenous species, federal lands management, continental shelf and wilderness protection. New areas covered in this edition include Prevention of Pollution from Ships, Shore Protection Act, National Coastal Zone Monitoring Act, Estuary Restoration Act, Organotin Antifouling Paint Control Act, and international environmental and quality standards (ISO).

ISO 14001 Environmental Systems Handbook Second Edition outlines the scope and purpose of the standard, making it accessible to all. The author begins by explaining the concepts of the standard, which sets the tone for a practical guide to implementation of an ISO 14000-compliant environmental management system, which also covers the consultant's and auditor's perspective. The case studies from industries that have actually undergone the process have been updated to include information on their progress toward environmental objectives in the 18-24 months following implementation. A new case study from a service organisation (a car lease company) will be added. Finally there is input from training organisations and certification and accreditation bodies to assist with trouble-shooting and assessment. Additional information is also included on international legislative issues. Comparisons with ISO 9000 will also be fully updated to reflect revisions to this standard. The book will offer the reader a range of options for implementation, and guidance on which is the best option to suit the particular organisation's culture. * Fully updated to meet the new 2004 amendments to ISO 14001 * New case studies to show how ISO14001 is being implemented and is working for key organisations * Proven track record of making understanding and implementing ISO14001 accessible

With the establishment of new international standards for environmental management systems (EMS), many managers are faced with the daunting and often bewildering task of creating management systems that enable their companies to conform to these standards. In their haste and confusion, however, many companies implement bureaucratic, ineffective systems that add no real value to their businesses. The ISO 14001 Implementation Guide: Creating an Integrated Management System shows you how to use the ISO 14001 standard to improve your company's productivity and profitability while meeting registration requirements. Using a practical, business-oriented approach, this authoritative book details the background and development of the ISO 14000 series of standards, fully explains the requirements of 14001, and offers hands-on guidance on how to implement an effective EMS. It highlights common but costly mistakes, and leads you step-by-step through the creation of an EMS that will result in a more competitive business as well as a cleaner environment. Suzan L. Jackson draws on her experience as an ISO 9000 and ISO 14000 consultant and trainer and as a member of the U.S. Technical Advisory Group to ISO Technical Committee 207, which is developing the ISO 14000 environmental management standards. With her insider's perspective, Jackson demonstrates how the implementation of a cohesive, well-defined management system helps cut costs, increase efficiency, and focus energies. In addition, she provides insights into ways of successfully integrating ISO 9000, ISO 14001, and other management systems. The ISO 14001 Implementation Guide provides a wealth of proven tips, techniques, and tools that help ensure smooth, trouble-free, and efficient EMS implementation, including critical success factors, flowcharts for setting up the elements of an environmental management system, helpful tips, and advice for avoiding common pitfalls. With its timely, straightforward, and on-target advice, The ISO 14001 Implementation Guide is the definitive, practical guide for environmental and quality professionals and managers who need to develop an environmental management system that will improve business as well as meet the ISO 14001 standard. "An excellent, and very readable workbook on how to integrate management systems into an organization. ISO 14001 will be an important, but difficult, step into the future for much of U.S.

industry--this book should be close at hand for those taking that step."--Dorothy P. Bowers, Vice President, Environmental and Safety Policy , Merck & Co., Inc. "Suzan Jackson's book provides vital guidance and answers. . . . Her book can be quite helpful to those who are considering establishing a new environmental management system, or those who just want a better understanding of ISO 14001."--John Master, Former Director, Environmental, Health and Safety , ARCO Chemical Co. "A remarkably easy-to-read, highly authoritative guide to a very complex standard. Suzan Jackson shows us how environmental management and business ,improvement are no longer mutually exclusive goals." --Robin Gildersleeve, President, INFORM (International Forum for Management Systems, Inc.) Written by a recognized ISO expert and member of the U.S. Technical Advisory Group to ISO Technical Committee 207, which is preparing the ISO 14000 environmental management standard, this invaluable guide shows you how to: * Learn to use an environmental management system to improve the overall effectiveness and profitability of the company. * Meet the requirements of ISO 14001. * Develop and implement a cohesive, well-defined environmental management system. * Integrate an EMS with other management systems. * Formulate an environmental policy and draw up strategic plans and objectives for your company. * Monitor and measure the effectiveness of the system, keep records, and take preventive and corrective action.

The Natural Step for Business examines how four very successful "evolutionary" corporations in Sweden and the United States - including IKEA and Scandic Hotels in Sweden, and Collins Pine and Interface in the U.S. - are positioning themselves for long-term competitiveness using The Natural Step as a central part of their corporate strategy. Natrass and Altomare puncture the myth that a company must choose between profitability and care for the natural environment, and present a timely and practical application of this exciting model for global sustainability.

The only complete book on ISO 14000 written as a practical resource and how-to guide, this book provides a step-by-step model for understanding the ISO 14000 standard. Filling the void for a book related to environmental protection and management, it effectively translates the often-confusing requirements into understandable language. Topics covered include the background of ISO 14000, decoding and implementing ISO 14000, requirements of ISO 14000, the Environmental Management System (EMS), EMS Documentation, registration and the audit process, EMS performance improvement and other ISO standards, issues, and developments. For environmental ISO 14000 professionals, as well as managers and supervisors of organizations with environmental concerns.

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This book focuses on the guidelines to meet the ISO 14001 European standards. The book contains a theoretical analysis as well as step-by-step procedure to obtain ISO 14001 certification.

Green Profits covers two tightly connected topics, environmental management systems (EMS) and pollution prevention (P2), in a single volume. Authored by an environmental engineer and an economist/planner, Green Profits shows how to implement an EMS, especially ISO 14001, so that it leads to profitable pollution prevention innovations, and how to identify and implement pollution prevention measures in a sound strategic business framework. Green Profits provides the knowledge and tools for enterprise managers to achieve the benefits of both EMS and P2, and to do so in ways that fit in with existing management systems in their enterprises. Environmental management systems are planned and organized ways for an enterprise to manage its interactions with the environment, in particular those interactions that consume resources, degrade the environment, and create human health risk. Part I of Green Profits provides a thorough and practical understanding of the elements of EMSs in general and ISO 14001 in particular, tools and techniques for implementing an EMS and achieving ISO 14001 certification, and help with getting the implementation process started. Pollution prevention involves replacing process technologies that generate pollution with those that do not or that do so much less. It focuses on improving production processes to minimize waste rather than treating effluents or emissions, which add to costs. Part II of Green Profits provides tools such as step-by-step guides to conducting a P2 audit and energy and material balances for identifying P2 opportunities in an enterprise; examples of P2 practices in specific industry sectors; and a set of tools for assessing potential P2 investments from a bottom-line point of view. With this New Handbook -- · Bring your facility into compliance · Improve your corporate image · Reduce your company's environmental liabilities · Identify and save millions of dollars from pollution prevention projects This New Handbook Includes -- · A step-by-step approach to implementing ISO 14001 · A step-by-step approach to implementing Pollution Prevention · Contains nearly 100 useful charts and tables used by the experts in establishing environmental action plans, gap analyses, establishing an Environmental Management System · Contains dozens of useful charts and calculation methods with examples for evaluating the costs and savings to your company in implementing Pollution Prevention · Dozens of industry-specific case studies that you can learn and profit from · Shows you in stepwise fashion how project financing principles and environmental cost accounting methods, when coupled with EMS can save your company money This New Handbook is unique because unlike other volumes that separately cover Environmental Management Systems and Pollution Prevention, you have it all in one single volume, written by Experts that are Practitioners.

The Spanish Conference of Industrial Engineering /Ingeniería de Organización Industrial (CIO) is an annual meeting promoted by Asociación para el Desarrollo de la Ingeniería de Organización/ Industrial Engineers Association (ADINGOR). The aim of CIO is to establish a forum for the open and free exchange of ideas, opinions and academic experiences about research, technology transfer or successful business experiences in the field of Industrial Engineering. The Scientific Committee is composed by 68 international referees and we foresee the attendance of some 200 people from more than 15 countries and following the rotation of venue and organization between various Spanish universities, the 2011 Conference will be the fifteenth National Conference and the fifth International Conference in Cartagena. During three days the 2011 Conference will include the participation of European and other foreign countries researchers and practitioners that will presenting communications, reproduced in this volume, on a range of topics including: Production and Operations Business Management Supply Chain Management Economic environment Technological and Organizational Innovation and Management and Innovation in Education The Conference on Industrial Engineering (CIO) and its proceedings are an excellent platform for the dissemination of the outputs of the scientific projects developed in the frame of the European, national or regional Research and Development plans.

The ISO14000 Implementation Handbook is a practical handbook for the successful development, implementation and maintenance of an environmental management system (EMS) as dictated by the international environmental management system standard ISO14001 and the European Regulation EMAS. The Handbook is a comprehensive and step-by-step source of practical assistance for anyone wishing to implement and maintain an EMS. Whether the user is aiming for full system certification/registration or wishing only to get the EMS ball rolling, this Handbook provides essential help and support for the discerning environmental manager wishing to systematically improve

corporate environmental management. The Handbook covers all steps of the EMS implementation process for the initial environmental review to auditing, reviewing the system and preparing for certification. All the essential components of EMS development, implementation and maintenance are covered in an in-depth and chapter-by-chapter basis. Each chapter is supplemented by: * recommendations, * checklists, * templates, * certification tips, * helpful hints, * case study materials, and * Internet-based support, multimedia case studies and software. The Handbook will cut through confusion, academia and rhetoric to provide users with practical, user-friendly support and information required for implementing and maintaining a successful EMS. Practical handbook designed for regular use and support Includes recommendations, checklists, electronic and hardcopy templates, optional software, case studies and Internet based multimedia and case studies Better value and closer focused material than competing titles.

This book offers refineries a practical guide for implementing environmental management systems (EMS). The author, who has implemented hundreds of successful EMS programs throughout North America, Europe, Russia and the Middle East, provides a detailed explanation of what an EMS is and how it can benefit refinery operations in complying with environmental laws and improving the overall efficiency of their operations. The author's approach has been internationally recognized as an integrated model that captures improved compliance and financial savings by reducing operating costs through dedicated pollution prevention programs.

This book is a comprehensive reference on ISO management system standards and their implementation. The impacts that ISO 9001 and ISO 14001 have had on business performance are analyzed in depth, and up-to-date perspectives are offered on the integration of these and other management standards (e.g. SA8000, ISO/TS 16949). Detailed information is provided on the signaling value of different management standards and on the new ISO standards for management systems, such as ISO 50001 and ISO 45001, relating to energy management and occupational health and safety. The role of audits in ensuring compliance with the standards and achievement of objectives is also carefully considered. The volume examines avenues for further research and emerging challenges. In offering an integrated, holistic perspective on ISO management system standards, this book will have wide appeal for academics, public decision-makers, and practitioners in the field of quality and environmental management.

ISO 14001 Environmental Certification Step by Step Revised Edition Elsevier

This book focuses on the basics of the six sigma methodology. It targets on both manufacturing as well as non-manufacturing organizations and demystifies the Six Sigma methodology. The book addresses the concepts of the Six Sigma philosophy and explains the methodologies involved in it.

This report is the third Environmental Performance Review of France. It evaluates progress towards sustainable development and green growth, with a focus on energy transition and biodiversity.

Take the first steps to ISO 14001 certification with this practical overview. This easy-to-follow book provides practical advice and sample documents to help you understand how to achieve compliance with ISO 14001:2015, the international standard for an EMS (environmental management system).

Need access to the basics? This popular handbook uses a practical and easy-to-read approach to explaining the scope of environmental regulations and providing concise yet comprehensive discussions of 38 federal environmental acts. New areas covered in this edition include Prevention of Pollution from Ships, Shore Protection Act, National Coastal Zone Monitoring Act, Estuary Restoration Act, Organotin Antifouling Paint Control Act, and international environmental and quality standards (ISO).

Voluntary Environmental Programs pose a means by which industry, government, and other interested groups can cooperatively agree upon socially acceptable restraints. Rather than relying on complete government control of environmental laws, Voluntary Environmental Programs rely on a voluntary system for businesses. They pose their unique problems predicated on the effectiveness of voluntary self-constraint.

ISO 14001 is the star standard among the International Organization for Standardization's ISO 14000 series of environmental management standards. This book provides illustrations of the use of ISO 14001 in a range of different situations. It is intended to help non-users, particularly those in small and medium-sized enterprises. The book covers all aspects of implementation and maintenance. These include: implementation, maintenance and integration; certification and registration; use of IT, ISO 14031 and other tools; communication, training, empowerment and cultural issues; involving stakeholders, contractors etc; incorporating products, design and technology; environmental and economic benefits; sustainability.

An authoritative guide to the implementation of environmental management systems. This edition has been revised to cover changes in international standards and other related developments in the field. It draws on the authors' extensive hands-on experience in both implementing and training others to do so. Set out in a straightforward series of steps, it cuts through the jargon and demolishes the myths that surround this important management tool. Clear and concise, yet packed with helpful practical examples and insider tips, it has become the standard manual for managers and consultants

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