

If You Do Nothing Else From This Book

Seven moves, one afternoon, no expenditure — from the Afterword, Volume 1b

WHY THESE SEVEN

Thirty subchapters is more than any property will implement. These are the things that cost nothing, need no permission, require no software, and can be done in a single afternoon by one person. They are in the order I would do them. A property that does only these will not have a better environmental management system by the end of the day. It will have an accurate one, which is the condition for everything else.

1. Read your scope statement aloud

In a management meeting, and ask each head of department whether their operation is inside it. Circulating it produces agreement; reading it produces the pause.

Subchapter 4.1

2. Plot every assurance date by month

Every internal audit, every management review and every external audit since certification. In a seasonal property the result is almost always a single cluster, and the shape of that plot is the finding — it requires no auditor and there is no innocent reading of it.

Subchapter 4.7

3. Go to your own highest-ranked aspect

Take the three aspects your register ranks highest and ask when each was last examined by anybody at all. Significance and accessibility are unrelated, and audit programmes drift toward the accessible.

Subchapter 4.6

4. Test every indicator with one question

What would have to happen for this number to improve while the underlying situation got worse? For any ratio with an activity denominator — per room, per guest, per cover — the answer is a busier hotel. Add the absolute figure alongside the ratio; do not replace it.

Subchapter 4.6

5. Read one year of findings grouped by cause

Not by department and not by date. Recurrence is invisible annually by construction: two findings that share a cause look like two small events until they are put side by side.

Subchapters 3.15 and 4.8

6. Ask three people on a night shift three questions

What in your work could harm the environment. What do you do about it. Who do you call when it goes wrong. Do not correct the answers; record them. Thin answers are a finding you have received for free.

Subchapter 4.5

7. List every place you state you are certified

With who can change each one and how long that change takes. Made calmly it takes an afternoon; made under pressure it is always incomplete.

Subchapter 4.11

What you should have at the end of the afternoon

Move	Done	What it turned up
1		
2		
3		
4		
5		
6		
7		

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