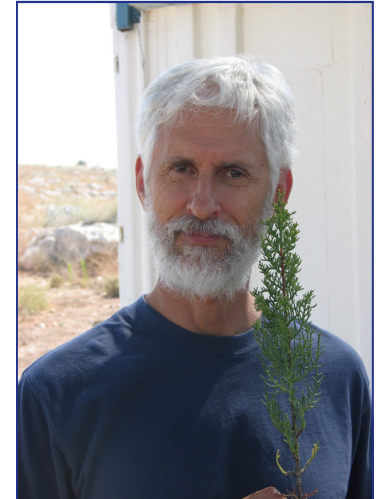


Martin Westerman helps individuals, organizations and businesses learn to operate ‘sustainably’, so they can create, and leave legacies of abundance for future generations.

Westerman has written extensively on business and environmental subjects, and coached and advised individuals, organizations and businesses on the advantages of “greening” their operations. He also teaches Sustainable Business for the University of Washington Business School, Seattle, Bainbridge Graduate Institute, and others.

He has been working in this area since 1990, when he first served as an environmental advisor for Brandeis Bardin Institute, near Simi, California. At this 500 guest-per-week camp and conference center, he set up recycling and composting systems, before such programs were popular in Southern California. What he learned led him to write his first environmental books, *Easy Green: A Handbook of Earth-Smart Activities and Operating Procedures for Youth Programs* (American Camping Association Press, 1993), and *The Business Environmental Handbook* (Oasis Press, 1993).



What is a “sustainable” organization? Ideally, it is one which views itself as a whole system rather than as a collection of parts. In operating sustainably, it will use a minimum of resources in its production and/or services, generate a minimum of waste or none at all, and restore the resources it takes. It will also enjoy a minimum of employee turnover, and a maximum of customer satisfaction.

How does an organization move that direction? Basically, it builds a bridge -- from current position, to more and more sustainable ones. Each client organization moves its own pace, starting with simple, then moving to more complex actions. This bridge building requires support at all levels. It begins with clear vision from leadership, and expands to initiatives taken throughout the organization.

What steps are involved? In a careful, step-by-step process, a systemic understanding of the organization’s procedures and processes is developed. Goals are set, and metrics are created to assess progress in tangible and intangible areas. The most appropriate protocol(s) is/are selected for each application. Progress is assessed regularly. Periodically, the organization can also detail its accomplishments in a CSR (corporate social responsibility) report, and/or showcase and promote them in business-to-business and customer channels.

What sustainable business protocols are used? We choose from among those best suited for the client, and blend them to effectively meet the agreed purposes and goals. The mix may include choices from Six Sigma and Waste Minimization, as well as from The Natural Step (scaling operations to ecological capacity), Cradle to Cradle (“Waste equals food”), the Triple Bottom Line (balance of economic, ecological and human capital), and Whole Systems Design.

How can clients tell they have “arrived”? Based upon metrics created in the systems assessment phase, clients will recognize milestones reached, goals achieved, and areas still to develop. Ultimately, the client will see self-organizing systems develop, wherein leaders and workers educate and mentor each other, to move the agenda forward.

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