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The Necessary Revolution

How Individuals and Organizations Are Working Together to Create a Sustainable World

THE SUMMARY IN BRIEF

A revolution is under way in today's organizations. Companies around the world are boldly leading the change from dead-end "business as usual" tactics to transformative strategies that are essential for creating a flourishing, sustainable world.

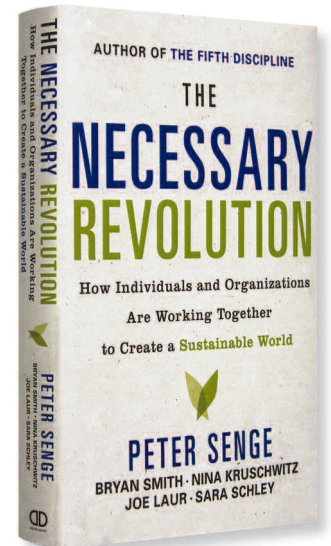
There is a long way to go, but the era of denial has ended. Today's most innovative leaders are recognizing that for the sake of our companies and our world, we must implement revolutionary — not just incremental — changes in the way we live and work.

In this summary, the authors of *The Necessary Revolution* reveal how ordinary people at every level are transforming their businesses and communities. By working collaboratively across boundaries, they are exploring and putting into place unprecedented solutions that move beyond just being "less bad" to creating pathways that will enable us to succeed in an increasingly interdependent world.

This summary contains a wealth of strategies that individuals and organizations can use to build the confidence and competence to respond effectively to the greatest challenge of our time — creating a sustainable world, both for ourselves and for the generations to follow.

IN THIS SUMMARY, YOU WILL LEARN:

- Why life beyond the Industrial Age Bubble will be based on very different beliefs, assumptions and guiding principles from today.
- How Sweden became the world's model for reduced dependence on fossil fuel.
- The many benefits for individuals and organizations of embracing collaborative leadership in the regenerative economy.
- Why rethinking our actions and expanding our boundaries help us to see underlying limits and new forces at play.



by Peter Senge, Bryan Smith,
Nina Kruschwitz,
Joe Laur and Sara Schley

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THE COMPLETE SUMMARY: THE NECESSARY REVOLUTION

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Endings, New Beginnings

Something important has happened in the last stage of the industrial era that sets it apart from the past: Globalization has brought a level of interdependence between nations and regions that has never existed before, along with truly global problems that also have no precedent. The Industrial Age isn't ending because of the decline in opportunities for further industrial expansion. It is ending because individuals, companies and governments are coming to the realization that its side effects are unsustainable.

Endings are also beginnings. The Industrial Age has brought extraordinary improvements in public education, human rights and material well-being, but it has also destroyed ecosystems, swallowed up traditional cultures that had thrived for centuries and created a way of life that cannot continue for much longer.

A Future Awaiting Our Choices

Amid all the uncertainties, three guiding ideas stand out as essential for creating a more sustainable future:

1. **There is no viable path forward that does not take into account the need of future generations.**
2. **Institutions matter.**
3. **All real change is grounded in new ways of thinking and perceiving.**

The challenges we face appear in three interconnected areas — energy and transportation, food and water, materials waste and toxicity (what we make and discard) — and the consequent imbalances that result when too many resources are concentrated in too few hands.

A sustainable world will only be possible by thinking differently. With nature and not machines as their inspiration, today's innovators are showing how to create a different future by learning how to see the larger systems of which they are a part and to foster collaboration across every imaginable boundary. Three core capabilities — seeing systems, collaborating across boundaries and creating versus problem solving — form the underpinnings, and ultimately the tools and methods, for this shift in thinking.

How We Got Into This Predicament

If you had to explain our predicament to a 10-year-old, this would be a good way to start:

1. The industrial system — what we make, buy and use — sits within the larger systems of nature.
2. This larger natural world includes living, regenerative resources, such as forests, and other resources that, from a human time perspective, do not regenerate, such as oil.
3. The regenerative resources can sustain human activities indefinitely, so long as we do not “harvest” them more rapidly than they replenish themselves.
4. The nonregenerative resources can only be depleted or “extracted.” Since they cannot be replenished, sooner or later — as is happening right now — many start to run out.
5. In the process of extracting and harvesting resources in order to produce and use goods, the industrial systems also generate waste — waste from extracting and harvesting resources and from how we produce, use and eventually discard goods. This waste damages the ability of nature to replenish resources.
6. The industrial system also sits within a larger social



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system of communities, families, schools and culture. Just as overproduction and waste damage natural systems, they also cause anxiety, inequity and stresses in our societies.

We have gotten into our predicament today because of a way of thinking that focuses on parts and neglects the whole.

The Case for Urgency: The 80-20 Challenge

Although the problems of the Industrial Age have been evident for decades, there is now one important difference: global climate change. Greenhouse gases accumulating in the atmosphere are like a bathtub that is filling rapidly; it is not enough to stop the inflow (of emissions) from growing: If the inflow exceeds the outflow, the tub level will continue to rise forever. Given how much CO₂ is removed from the atmosphere by natural sequestration (which is being *reduced* by global deforestation), CO₂ emission worldwide must fall 60 to 80 percent in the next one to two decades! Today, emissions are still *rising* around the world. Accomplishing this will require a sea change in the kinds of energy we use, cars we drive, buildings we live and work in, cities we design, and ways both people and goods move around the world, as well as other changes no one can even imagine.

While focusing on CO₂ levels helps us to understand the urgency we face, it is equally important to remind ourselves that climate change is not an isolated problem. Climate change is but one thread in a larger cloth; we cannot simply remove the thread, but must reweave the cloth.

The change will not happen without a radical shift in the thinking that has made the industrial era so successful — and so disastrous.

Life Beyond the Bubble

The Industrial Age constitutes an extended bubble. The question is not if the Industrial Age Bubble will end. The question is when and how.

Life beyond the Bubble will be based on choices such as:

- **Surf the flux.** Live within our energy income, not by burning our energy capital (fossil fuels).
- **Zero to landfill.** Everything is 100 percent recyclable, remanufacturable or compostable.
- **We are borrowing the future from our children; we have to pay it back.**
- **We are only one of nature's wonders.**
- **Value the earth's services; they come free of charge to those who treasure them.**
- **Embrace variety; build community.**
- **In the global village, there is only one boat, and a hole sinks us all.** ●

The Future Is Now

Of all modern industrial countries, Sweden is probably the furthest along in weaning itself from fossil fuels. Today, the country depends on oil for only 30 percent of its energy, down from 77 percent in 1970, and the whole of northern Sweden is working together to be the world's first "bioregion," an advanced economy operating entirely on sustainably produced biofuels with zero fossil fuels. (The United States, by contrast, depends on fossil fuels for 85 percent of its energy.)

You might have assumed that changes of this magnitude required a massive government effort involving tens of thousands of people, enormous financial subsidies and years of extensively funded research. But, in fact, for many years, there was none of this kind of support, government sponsored or otherwise. Instead, countless local networks developed quietly, thanks to the efforts of small groups of committed and courageous individuals who set out to find others with similar aspirations.

Sweden's Per Carstedt

In Sweden in the early 1990s, Per Carstedt was one such person. He is the owner of a large Ford dealership in northern Sweden. Carstedt kept asking himself big questions, but he also asked himself, "What can one person do?"

An answer came when Carstedt was contacted by a foundation that wanted help in getting ethanol cars into the Swedish market. Carstedt eventually managed to find a person at Ford in Detroit who was in charge of producing "flexi-fuel" vehicles, cars that could run on ethanol, gasoline or any blend of the two. "He saw me as a potential ally," says Carstedt, "and helped us buy three cars in 1995." When it became clear that three cars were not enough to wake up the market, Carstedt negotiated with Ford to buy another 300 flexi-fuel vehicles.

He and a colleague from the BioAlcohol Fuel Foundation spent the next four years traveling from city to city until they formed a buyer's consortium of 50 municipalities, companies and individuals committed to buying 3,000 cars. In essence, Carstedt arranged a field test. Along the way he was also getting others engaged — primarily local government officials — to help build momentum for his idea.

Campaign of Persuasion

By the time Carstedt and his colleagues imported the first 50 Fords, he had managed to persuade two filling stations to install pumps with ethanol. To expand to the number of stations needed to serve the hundreds and soon thousands of cars they were planning on importing, he and his colleagues from the BioAlcohol Fuel

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Foundation began a campaign of persuasion, approaching one retailer at a time, often coming up with the financing to install pumps themselves. “The first 100 stations took 10 years to develop,” Carstedt says. “Nowadays we add 100 stations every three months!”

The foundation set a course by 2000 to move beyond the “low-hanging fruit” of grain-based ethanol toward alternative sources — such as cellulosic ethanol made from forestry industry waste — that would not compete with food crops and would have significantly lower greenhouse gas emissions.

The Green Zone

In 1997, Carstedt met an architect named Anders Nyquist; the two soon decided to work together to “build the most environmentally friendly car dealership in the world,” says Carstedt. This evolved into what he and Nyquist dubbed the Green Zone: a block of businesses, incorporating Carstedt’s car dealership, a McDonald’s restaurant and a gas station (gasoline and biofuel, naturally), that would be as energy-efficient as possible. They designed systems interconnecting the businesses. Overall energy use was cut more than 80 percent from comparable developments.

There were several showplaces of integrated complexes in Europe, but these were large manufacturing complexes. Carstedt and Nyquist’s Green Zone was a cross section of smaller “everyday” businesses that could serve as a model to inspire others.

To Carstedt’s surprise, his small pilot project inspired many more than he had imagined. Soon it started to draw media attention from around the world.

The Green Zone sparked people’s imaginations because it was small and relatively simple, and involved businesses that people could understand and relate to. After seeing how the Green Zone worked, others “could start to take the next steps by themselves,” explains Carstedt.

BioFuel Region

Eventually, many did just that and began imagining an entire region that worked much like the demonstration site, scaling up the Green Zone into a BioFuel Region. Gradually the vision of an entire industrial region free of fossil fuels started to take shape.

Today, the BioFuel Region vision in northern Sweden includes more than 200 people working actively in student projects, local businesses, building and urban design, feedstock development and the continual advancement of ethanol production.

Not surprisingly, the BioFuel Region has captivated people not only in Sweden but around the world. Carstedt now helps coordinate a global project sponsored

by the EU, involving 10 regions seeking to follow in northern Sweden’s footsteps. ●

Getting Started

Sustainability, like shareholder value creation, is a multidimensional challenge. The Sustainable Value Framework originated by Stuart Hart and Mark Milstein addresses this in a simple and elegant way.

It is built around two dimensions — time and space — but it includes the social and environmental challenges businesses now face. It’s been used by companies of all sizes in many industries and by broader coalitions of business and nonbusiness leaders.

The framework demonstrates the connection between sustainability and the core functions of any business. As Hart and Milstein point out, many executives look at this model and realize that *this connection simply has not been made before*.

The framework helps people place their organizations’ activities in perspective, and shows how they can work together to create and maintain value and simplify strategic decision making.

Sustainable Value Creation

There are many distinct forces compelling businesses toward the regenerative economy, but the Sustainable Value Framework helps us categorize them into four broad groupings — and allows us to better understand how sustainable practices are directly related to a company’s core strategies.

The first, and perhaps most obvious, relates to the increasing industrialization of the last two centuries and its side effects, material consumption, pollution and waste generation among them. Firms can create immediate value by reducing the level of material consumption and pollution associated with their activities.

A second set of forces concerns the proliferation of “civil society stakeholders.” As the power of national governments has eroded in the wake of global trade regimes, nongovernmental organizations (NGOs) and other civil society groups have stepped into the breach, assuming the role of monitor (and, in some cases, enforcer) of social and environmental standards. Internet-connected coalitions of NGOs are making it increasingly difficult for governments, corporations or any other large institutions to operate in secrecy. Moreover, companies that operate at greater levels of transparency and responsiveness to the public’s desire for sustainable practices will see the direct impact of improved brand image on the bottom line.

Emerging ‘Disruptive’ Technologies

A third set of trends includes emerging “disruptive”

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technologies that challenge the status quo and could render many of today's energy- and material-intensive industries obsolete. Genomics, biomimicry, nanotechnology, information technology and renewable energy all hold the potential to drastically change both the way we do business and our effect on the planet. There are few more effective ways for companies to invest in the future than by developing new, game-changing technologies.

Finally, a fourth set of drivers relates to global problems like resource depletion, deteriorating ecosystems and climate change; poverty and inequity in the developing world; and an equally broad set of sustainability drivers in the developed world, including global security issues and their close links to climate, resource consumption and energy supply and security. Social development and wealth creation on a massive scale, especially among the world's poorest 4 billion, are essential to sustainable development.

Companies that hope to thrive in the years to come must address each of the four broad sets of drivers. ●

Seeing Systems

The innovators creating tomorrow's regenerative economy have all, in their own ways, learned how to *see the larger systems* in which they live and work. They have learned to see systems by cultivating an intelligence that we all possess. Organizations committed to building the capacity to see the larger systems in which they operate not only create powerful learning environments within but begin to be a positive force for systems intelligence to flourish on a larger scale.

Once people start to practice seeing systems, they begin to understand the basic flaws in prevailing mental models and alternative futures that are possible.

Businesspeople with traditional competitive win-lose mind-sets are closing their eyes to the fact that there are really only two long-term options when it comes to dealing with sustainability issues: win-win or lose-lose. To avoid the lose-lose path, we all must be able to (1) break free of established mental models and the arbitrary boundaries on thinking such assumptions impose; (2) step back, expand our boundaries and see the larger limits on natural resources and what they mean for our businesses; and (3) when needed, work to build a stewardship ethic in our industries, helping other key players realize that we all share a "commons" that will support us only so long as we learn what it takes to support it.

Rethink Boundaries

Attempts to convince people that they are wrong and that they need to rethink boundaries will almost always

Seven Benefits of Leading in a Regenerative Economy

Here are seven concrete benefits of embracing leadership in the regenerative economy:

- 1. There is significant money to be saved.**
 - 2. There is significant money to be made.**
 - 3. You can provide your customers with a competitive edge.**
 - 4. Sustainability is a point of differentiation.**
 - 5. You can shape the future of your industry.**
 - 6. You can become a preferred supplier.**
 - 7. You can change your image and brand.**
- Companies in every industry can successfully remake their reputations and brands through serious investments in environmental initiatives.

be met with resistance; few people appreciate being told that their thinking is too limited. Instead, a more effective approach is simply to help people reflect on the assumptions that they are making.

When you begin to expand boundaries, you will start to see underlying limits and new forces at play. Many of the limits were there all along but have been obscured by previously assumed mental models. Seeing the forces that arise from underlying limits also enables seeing into the future.

The discipline of seeing systems is an ongoing process of stepping back to see a bigger picture, appreciating the deeper forces underlying a problem or situation, seeing new opportunities these forces might also create, and then focusing on these opportunities. But the intellectual insight this generates will only take you so far. Ultimately, we need to reflect on the mental models or assumptions driving the systems we belong to and make the choice to move in new directions.

Seeing Our Choices

Once companies see clearly that they have a simple choice to make — either take the lead on sustainability issues or shift the burden to someone else — they can start to make serious investments.

The shifting-the-burden dynamic can help companies see the very different outcomes of these two choices. One set of choices involves addressing a problem with short-term, symptomatic solutions. The other looks at fundamental, long-term solutions. The key insight here is that opting for quick fixes and avoiding fundamental solutions tends to set up a reinforcing set of pressures for more quick fixes over time.

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When we interrupt the shifting-the-burden pattern, we begin stewarding the restoration of shared commons. Organizations will inevitably discover that many of the limits they face are in fact “commons,” shared by others in their industry or by society itself. Building on their own efforts, they can then reach out with credibility to collaborate with others.

Virtuous Cycle of Improvement

By reinvesting the benefits from successful initiatives to better manage commons, a virtuous cycle of improvement can ensue: Cost savings become investment capital for further building the commons, reducing system costs still further.

We must find ways to manage essential commons such as water and topsoil, healthy ecosystems, rain forests and stable climate. But we still have a long way to go until we find a number of ways to do this practically. Managing or stewarding these commons starts with a critical mass of stewards — individuals, teams and organizations that see the risks and are willing to act. They then must create new systems — formal and informal rules and management practices based on new mental models — that are adequate to the task.

Work in Concert With Others

The leverage and opportunity, and the real excitement, come when individual interests work in concert with others. As more people realize that the core challenges of the Big Three global systems — energy and transportation, food and water, and material waste and toxicity — cannot be solved in isolation, collaborations will spread and become more sophisticated as people and groups combine systems thinking and skills in collaborating across boundaries. We are just starting to appreciate the level of collaborative systems-thinking skills that will be needed, but there is no doubt this is where real leverage for the future lies. ●

Collaborating Across Boundaries

Collaborating successfully requires more than good intentions. It also requires improving your “convening” skills so that you can get the right people together and have more open and productive meetings. It requires seeing reality through others’ eyes so that you can better understand what might be holding them and you back from building more open and truly productive partnerships. And it requires forging genuinely shared aspirations to which everyone is committed.

More organizations are collaborating across boundaries because as the complexity of issues grows, people are beginning to understand that any one organization can

only do so much.

Collaborating is ultimately about relationships, and relationships do not thrive based on a rational calculus of costs and benefits but rather because of genuine caring and mutual vulnerability. Building the capacity to collaborate is hard work and demands the best of people, particularly when it involves people from different organizations with different goals and with little history of working together — maybe even with histories of distrust and antagonism. In particular, building this capacity rests on three capabilities: convening, listening and nurturing shared commitment.

Convening: ‘Get the System in the Room’

Like all journeys, “getting the system in the room” is a step-by-step process. In addition to requiring great patience and perseverance, it takes insight into who needs to be engaged and when. In practice, convening usually becomes a step-by-step iterative process — considering the system you seek to influence, thinking about the variety of key actors in that system, and remembering to include those who traditionally lack a voice in formal decisions or official policies but who possess important circles of influence nonetheless.

Seeing Reality Through Others’ Eyes

The five elements of all learning journeys can help open your eyes to a larger reality beyond the one you usually see:

1. Bring together a diverse group of people who, to the highest degree possible, represents the larger system you belong to.
2. Identify the different facets of the system that you will explore.
3. “Go there together”; travel with the entire team.
4. Set aside ample time to reflect and talk together about what you experience.
5. Pay careful attention to the intentions and commitments that arise from your reflection, and take time for these as well.

The last element is an essential aspect of all learning journeys. Learning journeys, at their essence, are about “sensing” (or opening awareness to the present moment), but the goal is not simply awareness for its own sake, or to only deepen relationships between key players, but doing this in the context of compelling issues about which people care deeply. The team members must ultimately be prepared to re-examine their own beliefs and tried-and-true approaches in the service of genuine change.

Building Shared Commitment

Shared commitment arises through focusing first on

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engagement — connecting to what matters to you and the larger organizations involved — and then on creating the opportunity for both focus and commitment to deepen naturally over time.

Your ability to foster commitment will never be greater than your own commitment. The key in fostering shared commitment lies in connecting to what you care about and what the organization cares about and gradually knitting the two together.

Move Beyond Views and Agendas

Opening minds and hearts starts with the process of moving beyond our own views and agendas so that we can start to connect with one another and truly work together to create new systems. But there is a third opening seen time and again among people who have embraced systems thinking and collaborating across boundaries — an opening of the will. This is what happens when people, individually and collectively, truly become open to their sense of purpose or destiny. These are unusual words to use in conjunction with developing practical approaches to very real problems. Yet they are often exactly what is missing. ●

From Problem Solving to Creating

Problem solving differs from creating, and though both matter, the vast changes required for creating a regenerative society will not be achieved just by reacting to crises after they arise. They will require inspiration, aspiration, imagination, patience, perseverance and no small amount of humility. They will require networks of committed people and organizations that not only learn how to see the systems shaping how things work now, but also create alternatives.

Look to Nature for Inspiration

Businesses innovate or they fail to survive. What will differ for life beyond the Industrial Age Bubble will be what *inspires* that innovation. Ultimately, the shift from a reactive problem-solving mind-set to a creative one is all about inspiration. More specifically, it's about taking nature as our primary source of inspiration.

The business model that drives virtually all Industrial Age companies can basically be reduced to “selling stuff.” After customers have gotten the value they seek, they discard a product at the end of its service lifetime and replace it with more stuff. In effect, people buy a thing for its temporary value; when there is no more value, no one wants it any longer. Disposal falls on the shoulders of the customer — and ultimately upon society as a whole. But in a circular economy, designing products for “life after life” means also designing business models with

You Don't Have to Have All the Answers

Prototypes such as Per Carstedt's Green Zone allow people to learn through doing, as happened when Carstedt discovered how “industrial ecology” concepts, developed for large industrial complexes, had to be adjusted to a cluster of small businesses.

Practical know-how, in turn, fosters a sense of possibility about “what we can *do*.” Tangible prototypes also can bring together diverse interests and areas of expertise to form a community of learners.

Concrete embodiments of big ideas spark imagination in ways that abstract arguments cannot. This was Carstedt's biggest lesson from his work on the Green Zone. Initially he didn't really think the project was that exciting. But people started to come from all around the world to see it. All of a sudden, people could imagine what a “circular economy” would really look like.

Tangible Prototypes

In many ways, sustainability will be as much about seeing latent needs in the market as it is about implementing new technologies, and for this tangible prototypes are crucial.

Often people in important leadership positions think they have to have all the answers, and those “below” them hold the same view. Ironically, this fails to tap the collective intelligence that can arise when those in visible positions openly ask for help. Asking for help has two benefits, one obvious and one more subtle. First, it generates a remarkable diversity and depth of ideas and energy for change. Second, it engages people in changes that really matter to them.

the same aim. This can be accomplished through innovative business models inspired by nature.

From Low-Hanging Fruit to New Strategic Possibilities

Many companies start the sustainability journey with waste reduction or energy-efficiency improvements because there is an immediate “business case.” But many never move beyond this low-hanging fruit because they fail to summon the imagination and courage to face the fact that they are selling the wrong products to the wrong customers based on the wrong business model.

To keep your organization from getting trapped in only undertaking sustainability initiatives with short-term benefits, you will need to gradually build a business case for investing in the future and to nurture a broader

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network of leaders who see these same possibilities.

The spirit of prototypes is that you do not need to have all the answers; you are merely trying to show “proof of concept” now, and you can expand the variety of key players actively involved down the line.

Redesigning for the Future

As organizations get serious about moving beyond the low-hanging fruit of waste reduction and efficiency improvements, they invariably discover that traditional fragmented organizational structures must be rethought.

Start with redesigning the mainstream, backbone functions that represent the core of your organization. Focus on innovation next. Long-term R and D and innovation work is crucial and must be designed into the system. Then focus on staff specialists. Staff specialists can provide timely, high-quality advice and scan externally for challenging global best practices to pass on to business unit heads and other managers.

Inspired Performance

Proceed with confidence, knowing that the hard work of redesigning is well worth the effort and, even though all designs need to evolve over time, significant improvements are possible and will give every person in your company the robust organization they need for inspired performance toward life beyond the Bubble. ●

The Future

The emerging changes now taking shape around the world are very small compared to what is coming. We are entering an epic institutional transformation, where we must:

- **Reduce aggregate consumption.**
- **Invest in the regeneration of living, social and natural capital, the foundation of all real wealth.**
- **Accelerate social innovations, adaptation and learning by nurturing cultural diversity.**
- **Reverse the “short-termism” that dominates capital markets and many business decisions.**
- **Increase long-term economic performance through governance systems that promote collaborative stewardship of social and intellectual capital.**

Just as the Industrial Age has been an era characterized by the growth and spread of the large hierarchically controlled organizations, life beyond the Bubble may be characterized by a variety of business and nonbusiness organizations based on cultures of relationship rather than cultures of control.

Building enterprises based on cultures of relationship — organizations that not only work like nature but are more harmonious with nature, be it a forest or you and me — may prove a defining feature of a regenerative society.

The Future of Leadership

For much of the leadership required to create a regenerative society, look to the periphery, to people and places where commitment to the status quo is low and where hearts and minds are most open to the new, like women, young people and those from societies less socialized into the assumptions and norms of the Industrial Age Bubble.

Ultimately, leadership is about how we shape futures that we truly desire, as opposed to try as best we can to cope with circumstances we believe are beyond our control. It is now fitting that places such as Africa and China, left behind in the advance of the Industrial Age, have the opportunity to play key roles in shaping life beyond the Bubble.

A society without a way to value its past naturally discounts its future. It seems unlikely that life beyond the Bubble will be possible without leadership from those who can connect past and future and embrace far longer time horizons in both than characterized life within the Bubble.

The Future of Us

Life beyond the Bubble is not only about our relationships with the earth, with one another and with other species. It is also about our relationship with ourselves, what it means to be human.

We are a young species who, uncertain of our niche, has very recently — in a virtual second of life’s day on earth — expanded to fill the world. In a sense we are like teenagers, full of enthusiasm and energy, and more than a bit confused. And, like every teenager must, we are about to discover that we are not the center of the universe — not even the center of life on this planet. We are but one of millions, and our merit depends not on our ego, but on our contribution.

Whether we are prepared or not, the teenager is growing into an adult and we must trust that the problems we face, no matter how daunting they appear, are exactly those needed to guide us through the transition. ●

RECOMMENDED READING LIST

If you liked *The Necessary Revolution*, you’ll also like:

1. ***The Fifth Discipline* by Peter M. Senge.** This bestseller describes how any company can become a “learning organization” where people continually learn how to create the results they truly desire.
2. ***True to Our Roots* by Paul Dolan.** Fetzer CEO and master winemaker Paul Dolan describes how company leaders can balance value and creating value to build or sustain a modern and healthy organization.