

# The Necessary Revolution:

HOW INDIVIDUALS AND ORGANIZATIONS ARE  
WORKING TOGETHER TO CREATE  
A SUSTAINABLE WORLD

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# About the Authors

Peter Senge was named as one of the 24 people who had “the greatest influence on business strategy over the last 100 years” by the Journal of Business Strategy

**PETER SENGE**, senior lecturer at MIT and the founding chair of the Society for Organizational Learning (SoL), is the author or co-author of several bestselling books, including *The Fifth Discipline*, *Schools That Learn*, and *Presence*.

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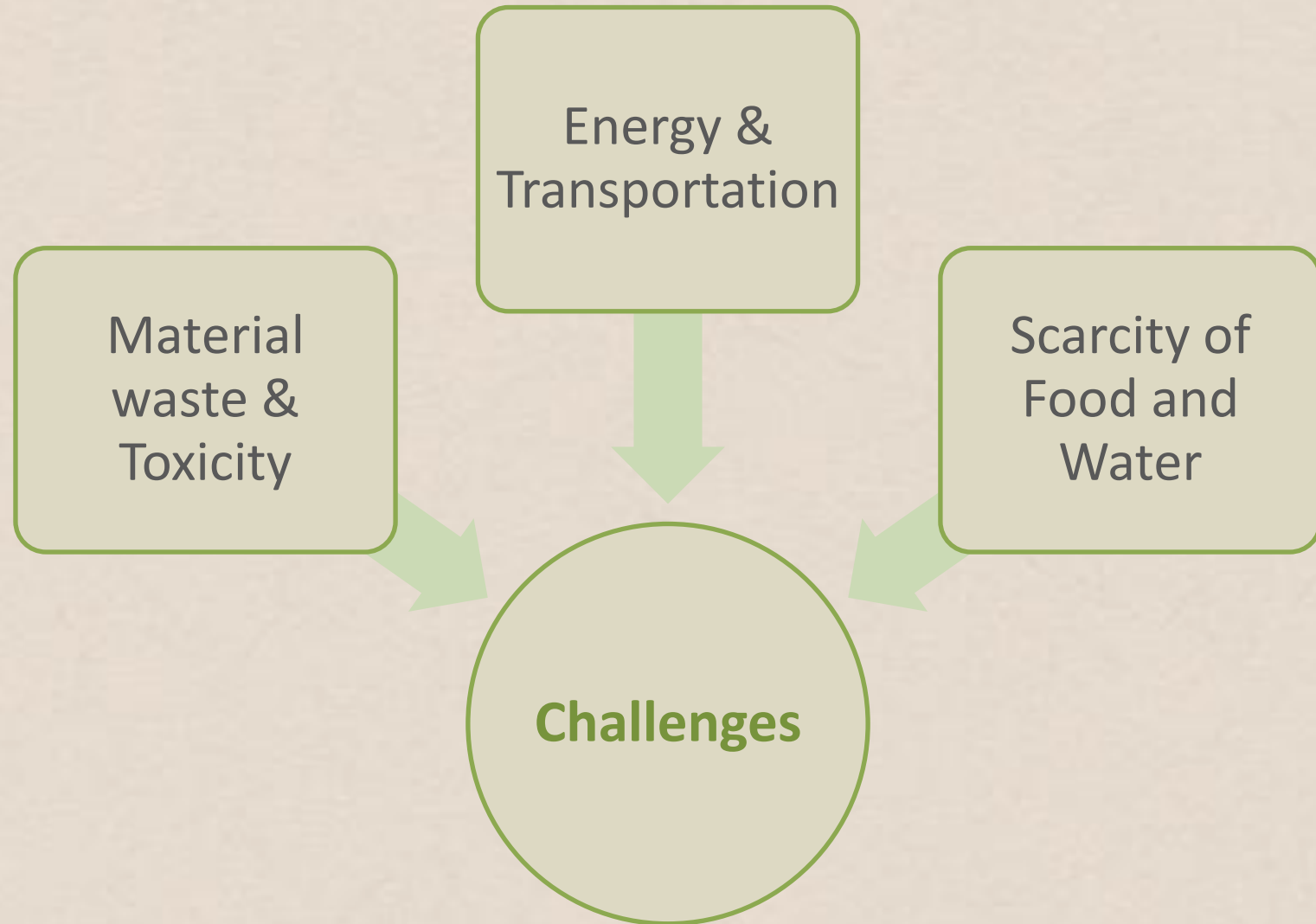
**NINA KRUSCHWITZ**, manager of the Fifth Discipline Fieldbook Project, is the editor of *Reflections: The SoL Journal on Knowledge, Learning, and Change*.

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"Once we rid ourselves of traditional thinking  
we can get on with creating the future."

James Bertrand

# The Challenges we face today



# Principles for Sustainability



Substances extracted from the earth crust cannot systemically increase in nature

- Fossil based emissions



Substances produced by society cannot systematically increase in nature

- CFC (Chlorofluorocarbon), solid waste



The physical basis for the productivity and diversity of nature must not be systematically deteriorated

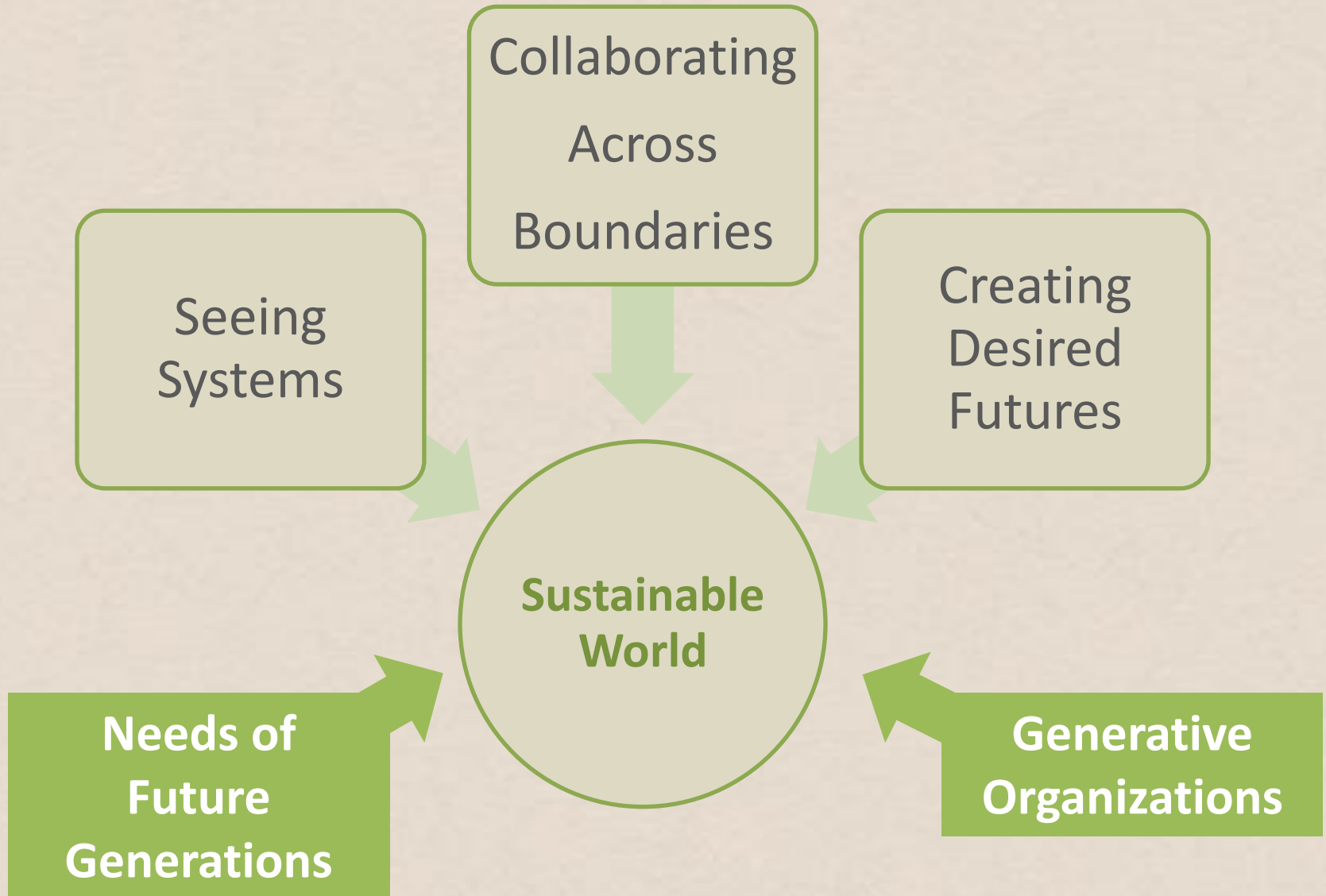
- Deforestation, loss of top soil



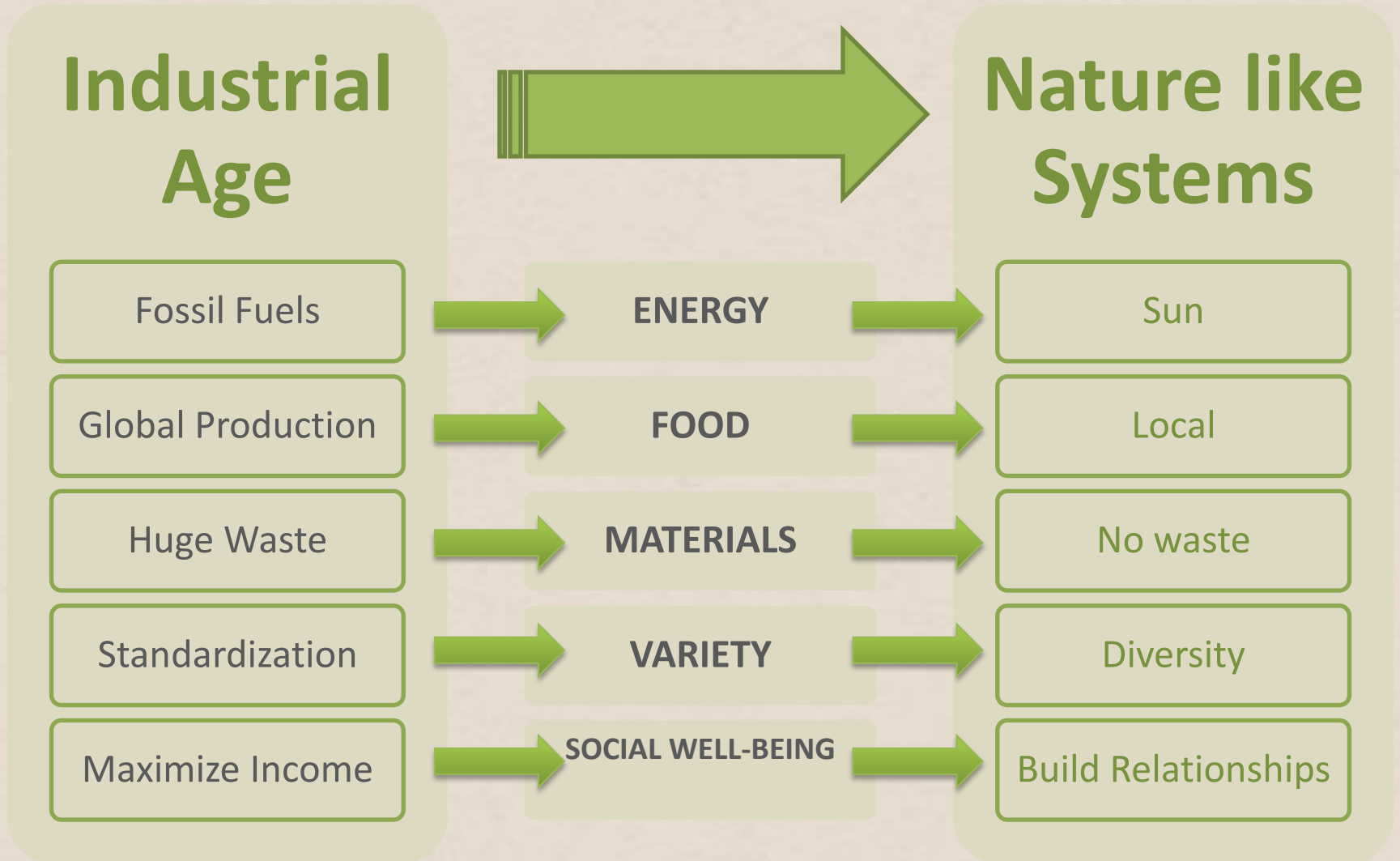
People are not subject to conditions that systematically undermine their capacity to meet their needs

- Education, clean water

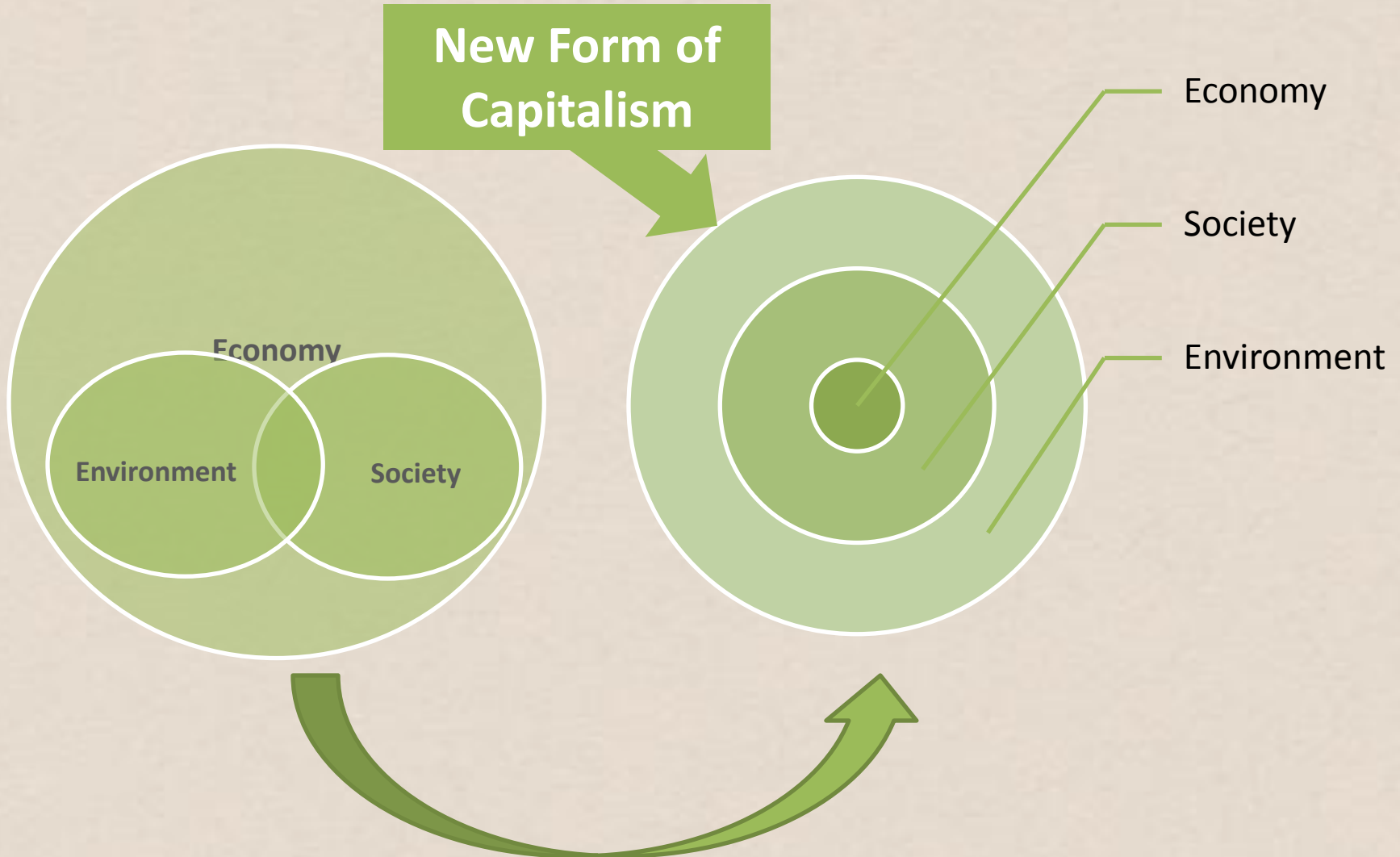
# Learning Capabilities for Systemic Change



# Life Beyond the Bubble



# The Real “Real” World





# The Business Rationale for Sustainability

- There is significant **money to be saved**
- There is significant **money to be made**
- You can provide customers with a **competitive edge**
- Sustainability is a **point of differentiation**
- You can shape the **future of your industry**
- You can become a **preferred supplier**
- You can **change your image** and brand

# Zero to Landfill; for the Shake of our Children

- Cradle-to-Cradle & Biomimicry
- Living System Business Model
- Waste for production becomes the raw material for new products
- The goal is **Zero Waste**
  - Toyota, Subaru
  - Xerox, Nike
  - EU (BMW/Audi/WW) policies “if you make it you own it forever”

# Transforming Corporations

Five Stages  
of Emerging Drivers

Proactive

Reactive

Non  
Compliance

Compliance

- Regulatory Demands / Enforcement
- Public Pressure

Beyond  
Compliance

- Eco-Efficiencies
- Regulatory Threat
- PR Crisis

Integrated  
Strategy

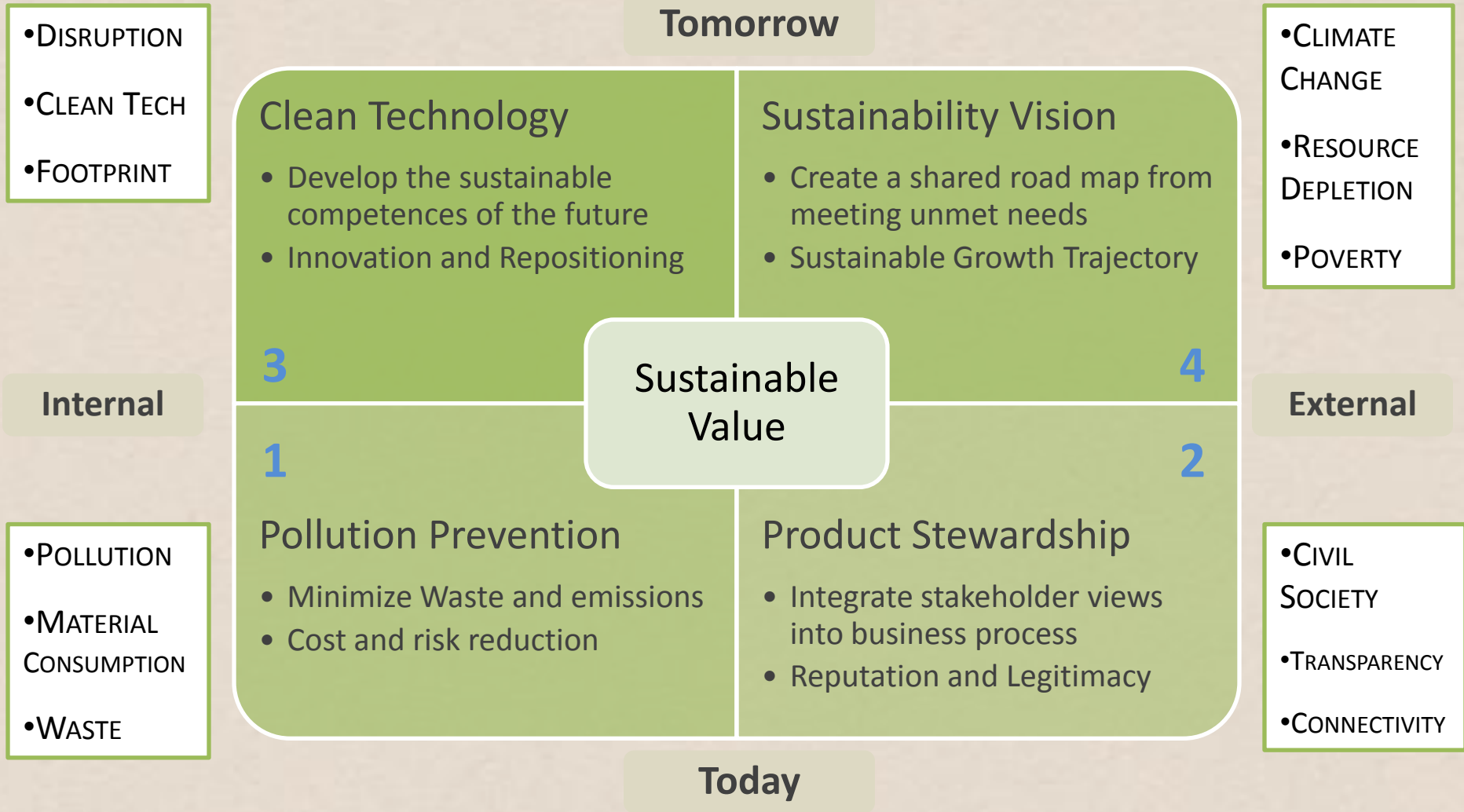
- Business Opportunities
- Risk Management

Purpose /  
Mission

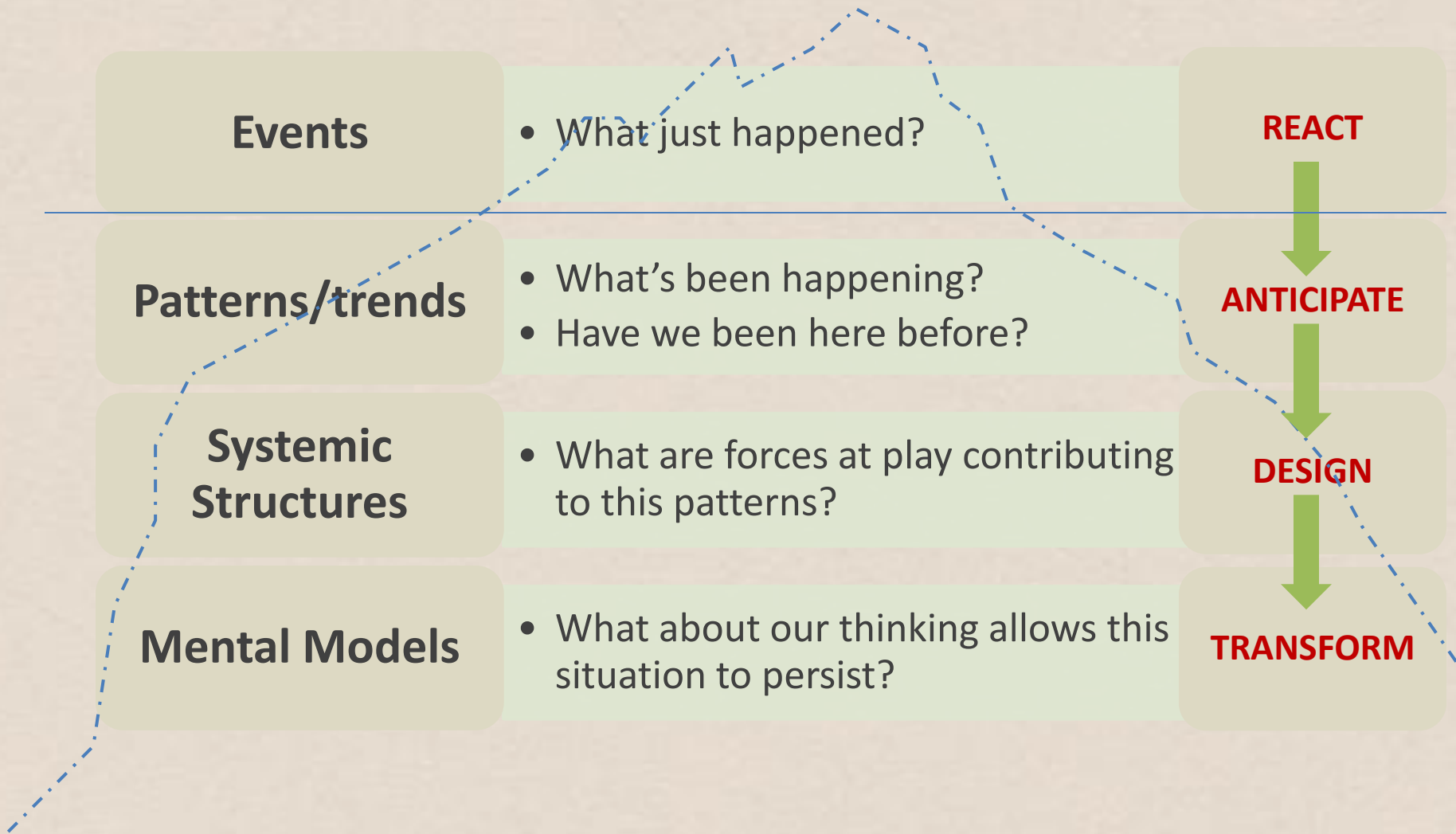
- Align with Core Values

LONG-TERM PROFITS

# Sustainable Value Creation Matrix



# System Thinking Iceberg



# Mobilizing Others

## Effective Team Members

**Mover**

Advocates position  
or action

**Opposer**

Firm but  
respectful,  
advocating in a  
different direction

**Follower**

Clear, takes the  
proposition further  
and offers sincere  
emotional support

**Bystander**

Observe and offers  
comments that  
bring another  
perspective

# Conclusion

“Give a man a fish and he will be fed;  
teach him how to fish and he will feed himself;  
give him a fishing business and he will overfish”

P. Senge

“We cannot solve problems by using the same kind  
of thinking we used when we created them”

A. Einstein

# What I liked About the Book

- The authors does not take extreme positions
- The authors offer guidelines (Toolboxes) to start your own change
- It presents encouraging stories (examples) about change and sustainability
- The authors encourage collaboration across boundaries (governments-ONGs-stakeholders-corporations)



# References

**About the Authors:** <http://www.randomhouse.com/book/163986/the-necessary-revolution-by-peter-m-senge-bryan-smith-nina-kruschwitz-joe-laur-and-sara-schley#abouttheauthor>

## **Books**

Senge, P. (2009). The necessary revolution. *Leader To Leader*, 2009(51), 24-28.