

Upcoming Events:

SSC Fall Members & Companies Meeting
September 24-26, 2007
Burlington, VT
Hosted by 7th Generation

SoL Members' 10th Anniversary Meeting
November 7, 2007
Seattle, Washington, USA

Energy EASE 2007
November 16-18 SF, CA
Reflecting the world's opportunity to act fast now, EASE is convening a dialog between leaders and enthusiasts to design new, fluid market exchange and oversight processes for the Clean Energy Market.
EASE Initiative focuses on energy (2007), food (2008), water (2009) and air (2010). (see article)

The 17th Annual Pegasus Conference
Amplifying Our Impact: Strategies for Unleashing the Power of Relationship
November 5-7, 2007
Seattle, Washington

Presencing: Collective Leadership for Profound Innovation and Change
December 3-7, 2007
The Royal Sonesta Hotel, Cambridge

The Garrison Institute is seeking a Director for its Transformative Ecology Program Initiative. (see below)

Sustainability Consortium news

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SSC Spring Forum Recap

Submitted by Bob Siegel, Rain Mountain LLC.

The SSC Forum on Business Innovation for Sustainability, in Atlanta in March, was a two and a half day event, with an additional day of pre-conference workshops, featuring presentations by Peter Senge, Gil Friend and Janine Benyus, as well as top leaders from such diverse and influential companies as GE, BP, Coca-Cola, Nike, Seventh Generation, DTE Energy, Sysco, Schlumberger and Plug Power.

According to the mission statement, the Forum was designed “for leaders in diverse positions committed to developing and integrating more sustainable business practices for environmental and social prosperity as well as a means for spurring innovation, efficiency, and economic vitality.”

The six Pre-Conference workshops ranged from Organizational Learning and Systems Thinking for a Sustainable Future, Change Leadership for Sustainability, to Evaluating the ROI of Sustainability Initiatives with Gil Friend. Each of these was a full day containing many treasures.

Peter opened the formal conference on Wednesday with his presentation on Moving Beyond the Industrial Age Bubble. The talk clearly set the tone for the rest of the conference. He talked about the dramatic social change in South Africa in the 1980's that no one could have possibly predicted. There had to be enough people who believed that there was no future on the road that they are currently on for a change of this magnitude to occur. The same is true today. If we go beyond this point or get to a place where no alternative road is accessible, then we get desperation: people who simply give up and become nihilistic decadents or suicide bombers, depending on their budget and their schedule.

Today we have a fossil energy-based concentration of wealth. We have 30% unemployment in Saudi Arabia. We have, in the West, one ton of stuff extracted from the Earth per person per day (90% of which is waste). The average pound of food travels 2000 miles. All of this is the antithesis of nature. Nature wastes nothing and produces whatever is needed where it is needed. Quality of life is achieved by living in harmony with one's surroundings. The bubble is set to burst. Will it burst catastrophically, or can we let the air out gradually?

Judy Brown led a session on poetry. The session inspired us to approach these questions with our hearts as well as our heads. Why? Because that is where the hope lies and we can't move forward in this work without hope. Judy described poetry as “that bit of language that keeps us going?.”

John Krenicki of GE and Vivienne Cox of BP spoke about Climate Change

and Sustainable Business. Both agreed that there are no home runs in the energy production future, but many singles. Both mentioned wind power as a huge opportunity. BP created a shared vision two years ago, which emerged as low carbon power.

Children's entertainer, Raffi closed out the day with some uplifting music, strongly rooted in principles of sustainability. He told us that the mark of every Golden Age is that children are the most important thing.

Perhaps the most significant thing the group did at this meeting was to open the doors to the voice of the customer. But who is the customer of sustainable business? The unambiguous answer is this: the reason why anyone should care about sustainability is for future generations. Enter Douglas Cohen. Doug is currently the Chair of the Resource Council for National Youth Initiatives of the US Partnership for the Decade of Education for Sustainable Development. The youth participants who were selected to attend the Atlanta Forum were chosen for their interest and involvement in sustainability. They ranged in age from middle schoolers to young professionals. Some of them had started sustainability clubs at their schools. Others had started businesses where they served as consultants to local business. Some are working for sustainable companies. They all had multiple points of engagement on the question of sustainability in their lives. At the conference they met as a group several times each day to share their work and hear about the work of others. Cohen took every opportunity to teach them the facilitation skills they would need "when, not if" they become leaders.

Thursday's opening plenary, The Coming Age of Systems Citizens, featured Hal Hamilton, Jeffrey Hollender, Roger Saillant, Dan Vermeer, and Peter Senge .

Peter opened, placing the focus on the three primary issues of food, energy and water. He talked about our extraordinary interdependence. "We will be living in an age where everybody is living in everybody else's back yard." Dan's story was about water. Two-thirds of the world's water is used by agriculture. He emphasized the importance of a shared language. Sustainability was not immediately embraced at Coca-Cola, but they finally got aligned around the issue of water. It came into focus when they superimposed their operational footprint on a map of water availability.

Jeffery's discussion was characteristically candid. All of our products are disposable. How do you redesign your business for a rapidly changing world? Ninety-nine percent of the time we are doing what we did yesterday. But if we are truly conscious, even one per-cent of the time, great things can happen. Roger described the challenge of keeping 320 employees aligned for continuous inspiration in a very turbulent, beleaguered market environment. Hal described his Food Lab team as follows: "We needed a group that was diverse enough to see the whole situation, but influential enough to act."

John Adams, Mike Dupee, Sheri Flies, David Gershon and Darcy Winslow next led a plenary session on Igniting Organizational Capacity for Deep Change. David presented a five step process to get people involved, beginning with empowerment, social creativity, uniting principle, transformation and scalability and addressed the question of "How do you move innovation through a culture?"

In "Solving Worthy Challenges with Biomimicry." Janine Benyus, "the biology teacher you get to have as an adult," echoed what Peter said earlier about deeply paying attention. She elaborated the point with numerous examples of where designers have learned from the natural world by doing just that. Biologists have learned a great deal about nature's marvels, but they have never been taught to ask, "What can you do with them?" Some examples included looking at fleas' knees for more resilient elastomers, learning about electric storage from eels, developing anti-collision software by studying swarming locusts, deriving materials from self-lubricating dung beetles, emulating the highly flexible skin of the sage grouse for vibration damping, or gleaning a mosquito repellent recipe from the crested auklet. Janine has also seen tire tread designs mimicking tree frog feet, underwater modems based on dolphin chirps and ways to use limestone to capture CO2 in the way that seashells do.

Peter opened the final day with a discussion of the global nature of the issues that face us. "We belong to an inescapable network of mutuality including mutuality of ecosystems, mutuality of freer movement of information, ideas, people, capital, goods and services. We need to live and lead towards a future which is outside the bubble."

The final speaker, Jeffery Brown, a minister from Boston's inner city, described leadership as about being what we have not yet mastered. "I thought I'd bring God into the streets but I found out that God had beaten me there. But the God I found there was not the God I recognized ... We had talked about taking back the streets. But the streets were never taken from us, we abandoned them... I am living through a process that brings the impossible into the realm of possibility. You just have to keep moving into it."

We find ourselves living along a spectrum that ranges from The Hell with It, to I Accept Personal Responsibility. There was a strong sense as the program drew to a close that "If its to be, it's up to me." A commitment was made for the next conference to be co-created and co-hosted by the youth contingent.

Our future depends on our ability to see ourselves as part of the big picture and to align ourselves with it. To quote the Afghan poet, Ghalib as youth leader Scott Beall did, “Whoever can’t see the whole in every part plays Blind Man’s Bluff.” When played on the scale it’s being played at now, that becomes a very dangerous game.

For a more extensive recap of the Forum, go to

http://www.integralleadershippreview.com/archives/2007_06/2007-06-siegel.html

Youth Perspective on the SOL Conference

Submitted by Madeline Skaller

Youth Participant and Environmental Consultant

So much learned in so little time...

This past March I attended the SoL forum on Business Innovation for Sustainability in Atlanta, Georgia. Being a 14 year old girl, a conference like this was new to me. I arrived with an open mind; ready to learn, listen and ask questions. But soon after I entered the youth forum I realized everyone wanted to know about me as much as I wanted to know about them. It was such a comfortable and casual atmosphere that I began to feel like I could not only learn but I could teach, I could speak as well as listen and answer questions in addition to asking my own, and people of all ages were sincerely interested in my ideas. All the people in the youth room were equal, no one was smarter or better than anyone else and age didn’t matter. As a 14 year old I was able to fit in with college students as well as with adult professionals. It was like an escape from reality and all age barriers were broken. When my classmate and I presented DoRight Enterprises to the youth conference within the forum, everyone was enthralled by our student run environmental consulting firm and how local businesses had made real changes for sustainability because of our audits and recommendations!. We hope that next year we can present in front of the whole forum.

The SoL forum changed my life for the better. After I attended I felt like a whole new person. I got off the plane in the Atlanta airport shy and unsure of myself but by the end of the forum I was a confident leader, ready to take on the world. I see changes in myself everyday since the conference. Meeting people who are so hopeful for the future is an amazing feeling; it’s like recharging your batteries because in a world of doubt and disbelief it can seem as if the answer is so far away. But being with these people sets us closer to a common goal. It’s inspiring to know there are others out there standing up for what they believe in and making change for the better. This shows me that I am truly never alone in this effort, and gives me strength and inspiration to provide leadership for others my age.

To learn about DoRight Enterprises contact www.scottbeall.com/doright.htm

EASE LAUNCHES CLEAN ENERGY UN-CONFERENCE IN SAN FRANCISCO

Nov. 16, 17, 18 at Ft. Mason San Francisco, CA

Serious Market Shaping Dialogs – Breakthrough Demos – Energy Innovation Challenge

Berkeley, CA. Reflecting the world’s opportunity to act fast now, EASE (Environmental Accountability for a Sustainable Earth) is convening a dialog between leaders and enthusiasts to design new, fluid market exchange and oversight processes for the Clean Energy Market. Experts in 8 market functions (generate, manufacture, distribute, use, finance, regulate, arbitrate, educate) will be in ongoing Open Roundtable conversation over three days to surface issues and opportunities, build relationships and partnerships and move the Clean Energy into high gear for everyone. Register at www.easeinitiative.com.

Using the new ‘un-conference’ approach, EASE’s half-day Roundtable dialogs are center stage of the event. Attendees can observe the Roundtable and, as interests shift, participate in many simultaneous activities such as market function breakouts, notable speakers, practical workshops, cafe-style opinion sharing, bulletin board postings (that develop impromptu topics and gatherings) and working demonstrations of new technologies, products and business models. Finding and meeting others that help each attendee move his/her interests forward is the primary objective of EASE. This format enables quick identification of relevant mutual interests,

allows time and space to develop these interests further and provides a practical, market-sensitive context for creativity and value to emerge.

EASE encourages ongoing collaboration. Every full-conference attendee gains a membership to EASE Gaiaspace™, a networking and planning/work collaboration environment that mirrors the eight market functions of the in-person EASE gathering. EASE Gaiaspace enables conversations to continue and communities to form, share knowledge and resources and act together in mutual-interest projects or programs. As a multi-year initiative, EASE08 will showcase the newsworthy progress of the EASE07 attendees whose collaborative efforts bring new Clean Energy results.

EASE also announces its Energy Innovation Challenge – a call for individuals/companies, cities/regions and market segments/industries to embark on world-changing, long-term clean energy solutions. All entries received before November 15th will be posted for discussion at EASE. Meeting places for team planning are available at EASE also, space permitting. Applicants are encouraged to build a profile in EASE Gaiaspace so ideas can be shared, reviewed and enriched by EASE participants and tracked for on-going visibility and promotion. EASE will publicly recognize every initiative that achieves its objective in its stated timeframe of one, two or three years. The most notable achievement in each of the three categories (individual, regional, industry) will be recognized by the EnergyEASE Award for Excellence each year. In this our inaugural year, in-place solutions demonstrated or presented at EASE07 will be eligible for the 2007 awards. Challenge sponsors interested in being part of the visibility that EASE delivers to its teams have a unique opportunity to showcase their products and services in action and gain important visibility in EASE's outreach to broadcast, print and on-line media throughout the year.

EASE is honoured by the support of its inaugural year endorsers: AlwaysOn, Appropedia, Consumer Powerline, Earth Seeds, Food & Beverage International, Global Smart Energy, NativeEnergy, Natural Logic, NexGen Energy Solutions, SF Environment, SKN Worldwide, Society of Organizational Learning Sustainability Consortium, The Eikosphere, The Envirolution, UP&UP Creative, urth.tv, US Partnership, WorldLink, Timmakka.

EASE Ventures LLC and its affiliated EASE Foundation 501c3 were formed in May 2007. The EASE Initiative is a multi-year collaboration project designed to enable all interested people and companies to work together in shaping the market exchange and oversight processes of the new sustainability market. EASE Initiative focuses on energy (2007), food (2008), water (2009) and air (2010). Earnings from EASE Ventures support the EASE Foundation and the people, projects and purposes of others driving a sustainable world.

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Corporate Consciousness– An Interview with Gregor Barnum of Seventh Generation

Submitted by Joe Laur

Gregor Barnum has a job title like no other in the corporate world. He is Director of Corporate consciousness at Seventh Generation, the cutting edge home products company based in Burlington, VT. But in the Seventh Generation culture, Gregor's title is not that unusual. After all founder Jeffrey Hollander is known, not as the CEO, but as the Chief Inspired Protagonist. Seventh Generation has always been leading the pack in a provocative way, with a well recognized brand and steady growth of natural and environmentally friendly products. But what happens to an innovator when the innovative path becomes mainstream? When the provocative practices no longer provoke? When Clorox and Proctor and Gamble begin offering the same natural, "green" products you've become iconic for? Continuous innovation and learning is not for sissies. This conversation with Gregor Barnum and Joe Laur explores what it takes to live into an emerging future that we can perhaps sense, but not quite see yet. What kind of mind will it take to think the thoughts we need to bring forth the future we need and want to live into? What kind of hearts will we need to sense the emerging future we most want to leave to our seventh generation?

Joe Laur

Gregor, I think vision is so important. How can we be drawn forward from a vision of what we deeply want to have happen rather than moving forward from a place of what we merely think is possible? Does that distinction make sense?

Gregor Barnum

Yes, totally.

Joe Laur

What I get out of engaging with the “U” process is how it’s possible to draw from what we want to have happen, the desired or emerging future we can sense, and move toward that. This goes back to actually early SoL work, Robert Fritz's work, on creative tension. You focus on the vision you want to see unfold, and then you look at where your current reality does or doesn't true up to that, and then you ask, "Okay, what do we need to do to get these things in synch to make my current reality true up to the vision?" And that's where the work lies. If we hold to the vision, there’s a natural energy, a “creative tension” Fritz calls it that pulls us toward the vision.

And in some sense Otto Scharmer’s work, You're sensing the future that you imagine is out there. Making it present now, and then taking the actions to create that future. Or maybe just align with it?

Gregor Barnum

So part of it is needing to let go of the “download”. To get down there is, like, how do you get to it? How do you keep creating that space or that place? And then the higher sense of sensing. You've got to awaken something in you. The higher sense of feeling, then this higher sense of will, which I think is still a huge question because we're also mechanical. And the true sense of will, which I don't even know if we've come to it yet, I don't know if it's a deeper intention, but it's out of something fresh and new.

And then you sit there. It's like you let that space or place—maybe it is a place—where actually the archetypes become alive. And you become a channel—what I sensed in Otto’s work is you're actually creating a vessel to capture this stuff. Because it's going on no matter what. I mean, this stuff is going on all the time and we're just not paying attention. And that's the sense of visioning where you're really creating yourself to be a vessel to hold on to this, and obviously it is not going to come in with a manual. It's going to come in differently than we’ve seen before. And then you come up to the prototyping piece and you begin to go, "Well, this is how it begins. Let me go roadtest. Let me go see if this is it." And you go, "No. No, no, that’s not it, let’s try this"

There's a dynamic process of evolution and metamorphosis, then it begins to take form. So that's what I'm hearing when we're talking about the Baby boomers reaching 60- and maybe the “revolutions” wasn’t about THE 60’s, it’s about OUR 60’s! How do we begin to tap a whole other level of what is possible and who we can be? Because the clock is ticking. We’ve got 9, 10, 20, 40 years of going the way we’ve been going before the wheels really start to come off. We’ve got to shift not just direction, but our whole way of thinking and being. Something has come into you from the future which is really something that somehow you're holding. You don't know how to hold it yet. But you're going to go out and prototype it and roadtest it to make sure that what you're seeing is really what you're seeing, or is it something else, and then you can see that through the prototyping.

Joe Laur

That's interesting. It's like you're being called by this voice that's over the hill. You can't quite see what's over there, but the voice seems really compelling and really important. And on a personal level, how does one give in to that? How do you manage to take the risks to go over the hill? Abraham hears a voice that says, "Leave your land and your home and go to a place that I'll show you," no more information than that and the guy takes off. And all of Judaism, Christianity and Islam and a whole stream of Western consciousness flows from that call. That is pretty interesting.

Gregor Barnum

You've raised three important points that also come out in Otto’s book, Theory U, which I loved. You have the voice of fear, the voice of criticism, voice of judgment. Not to mention the sense of cynicism. Those voices are alive and well and mean to shoot you down no matter what. Those are the voices we're all listening to. We’re usually Not listening to the voice over the hill that Abraham heard. We're all led back into, "I can't do that because I've got two kids. I'm sitting here with a mortgage, college tuition—I can't do it because— fill in the blanks." We all have the reasons for not to do it. But when I hear the voice and I hear the call, I know it ain't going to come with a manual! This is what I keep saying to myself.

Joe Laur

It’s a dilemma on both ends, isn’t it? I think in some ways that if I really am hearing that call, then I ignore that call at risk of my mortal soul. I don't mean a Jonathan Edwards fire and damnation type of thing, but

somehow I'm going to risk something vital- some part of me is going to dry up and die if I don't respond to that call.

Gregor Barnum

That's right.

Joe Laur

And a gift that I could bring into the world will wither and die because I didn't bring it into the world.

Gregor Barnum

That's right. And the beauty of this thing goes right to systems thinking because inherent in all of this we're holding the whole, the all. Certainly in this brief amount of time we've been talking you and I have changed the entire day that we walked into because now we see inherently built into this day, right now, a world that's calling for us to make the changes we need to make to receive it.

Joe Laur

I wonder if when I'm standing in my old path, and if I'm getting subtle and not so subtle messages on my old path, the path that I've been walking, that suddenly there's more ruts in the road, there's more detours, there's more trees down, that road is getting more and more impossible, and in that may be a message that says, "This may not be the path anymore." Suddenly there's no road in the woods anymore. And you've got to either find a new path or start creating a path. You know how the Quakers talk about—the Quakers will use the phrase that the “way opens” before us.

A fellow was once talking to a venerated old Quaker woman and he was having a hard time. He said, "I don't see any way opening before me. Can you help me with this? What has happened when you've seen pathways opening?" And she looked at him hard and she said, "I've never really seen any pathways opening, either. But I've seen a lot of pathways closing behind me."

So there's a sense there if you know something's closing behind you, then you can at least keep moving forward away from it. Sometimes the way forward I think can be sensed by also noticing what's closing, what's no longer available. I think a lot of sustainability issues are like that- we know what we need to moving away from- but are a lot less clear about what to be moving toward. The new models are just emerging.

Gregor, how can we get people to take the kind of risks that are involved? I think back to the distinction between an entrepreneurial mindset and a managerial mindset, where a managerial mindset says, "Show me the business case." In other words, look at history and show me how this has been done in other times, in other places, or how we've done something similar before, and then build the business case to go forward. Whereas the entrepreneur says, "I don't have any history. I just know there's a possibility that exists out there, and if we move now we might be able to catch that possibility." Bill Gates once said, "If you can show me the business case, it's already too late."

So what do you think, Gregor? What do you think can be done to get enough people thinking in new ways, being in new ways, feeling in new ways so that we can get through this window of opportunity that's closing? Whether we're talking about climate change or species extinction or just new business models that are emerging that are going to leave the old business models in the dust?

Gregor Barnum

Well, a couple things that come up picture wise. One thing is how do you get better and better at awakening these things in you? That's a huge piece of it. And I know it's all those years in analysis and all those—it's not about going back. I've done that a number of times, and it didn't quite—it wasn't the framework really to move my character or my person or soul or whatever it is forward. But the inherent thing was how much I needed to take responsibility for a lot of stuff that still is very much unresolved in who I am. I'm roadtesting who I am out there.

So that's one piece. And then the university. I mean, how many years I spent in the Academy. It was phenomenal. And think about all the worlds—and then suddenly I began to look at it's really about this epistemological change. Not only what do I need to awaken inside, but how do I need to attune myself to realities that this framework doesn't hold? And as soon as you say that anything to somebody who's in the managerial

mind or who is in sort of the practical mind, operation mind, they think you just walked out of a synagogue or a church. It's like you just went to the invisible.

This is the thing I loved about Otto was that the invisible is all around us. How do we become receptive to what the invisible is? And I've been on that—having gone—when you do Reiki for all those years and you start playing with somebody who said basically the first law of thermodynamics is ridiculous and why do you keep believing it? And then to finally say that the second law is even worse on entropy. He said those are just about frameworks, and when you open up to this energy thing or whatever, you begin to look at that there are frameworks we have actually shut down. And then you get child psychologists saying somehow kids are seeing these worlds. And having an autistic kid, this kid looks at things that are invisible. I swear to God there are beings in the room. I'm making a little bit of this up.....

Gregor Barnum

But the invisible that Otto keeps talking about is the world we need to go to. And I feel called to it every single day. I'm just using a little bit of his framework because it becomes a common framework or common language to work with. I also know that I am cynical. I have fear. At the same time I'm not only judgmental of myself but also others in ways that shuts the door on the invisible.

And so I feel a little bit like the “catcher in the rye” at this point. How do we keep people, all of us, really, from falling off the cliff at the edge of the field of rye? All of us are sitting here in the midst of all of this complexity, old systems failing, new futures emerging. There's not always a clear direction. We don't have the mind or mindset yet to recognize that emerging future. What my intention was pulling for at our “Designing our Desired Future” meeting at the retreat center in Massachusetts this May, was how to do we as a team build the field for that? Because it's not just me getting better at knowing and taking responsibility for what my role is in this. But it's not going to be one guy that's going to come out with the "ah ha" and change the world. It's building the field collectively and collaboratively, and somewhat consciously. Going back to my Reichian days, there are real fields that are created when people come together. We can pick up on that field. You're actually picking up on other levels of the invisible that you can then begin to work with together.

Joe Laur

It's interesting, you mentioned Wilhelm Reich and you mentioned entropy. You remember Albert Szent-Gyorgyi? He was a two time Nobel prize-winning biologist. Toward the end of his career he was talking about, what he called syntropy, as a process in living systems. The second law of thermodynamics is all about entropy. Things gradually decline to lower and lower states of energy. But he said, "Wait a minute, if you look at nature and if you look at natural systems, things grow into higher and higher states of energy." Yes, there's declines but then there's the rebuild and the decline and the rebuild. There's this constant looping around, in a sense, a dance. Over time the diversity and complexity and interdependence of the systems increases. I think this is at the root of what we call health.

Gregor Barnum

That's so interesting.

Joe Laur

And he said, "Look, a seagull evolves so that when the parent comes with food in the mouth, the baby pecks at the red spot on the seagull's beak, which causes the seagull to cough the food up to the baby." What came first the spot or the pecking? The chicken or the egg? Those things arose mutually, he says. They had to arise mutually, in synchronization, collaboration, a co creation if you will. Somehow there was something that showed up in the seagull's beak that let the baby peck it that created the regurgitation response that fed the baby and kept that process going. nature's full of these so-called coincidences. Szent-Gyorgyi was saying at the end of his life he was certain it wasn't a coincidence at all and that things were somehow emerging toward a common future, toward new systems. These systems grew up together, and it wasn't that one was there first and then the other piece came.

Gregor Barnum

Now you just opened the door to the synchronicity question. I think it's another part of the invisible,

when you think you're coming alive. These people and these people and these people are meeting at this point in time, and not by some sort of coincidence. It's not a coincidence that you and I are on the phone right now talking about this and that we're going to put this in the SoL newsletter. Part of the fabric of what is trying to take form here that you hear something coming, that I hear something coming, and we don't know yet what to do with it. But two, three, four people begin to come together to build this prototyping field that suddenly starts to take form.

And yes, it's going to go through many iterations. And yes, people are going to look at us and laugh at us and say that we're full of it. But that mustn't hold us back. And I think part of the beauty of who you are is that you've taken the road less traveled from the standpoint of just to be a Rolfer. You've walked out well beyond the confinement of the education and worldview you were brought up in. The different drummer in you has always been there trying to play amidst dying and shifting paradigms.

Joe Laur

Well, thanks. I don't want to make this about me, but my path is an example to some degree of what you and I are talking about. I got my degree in acting and directing, and then I got introduced to Rolting. It really called me. So I pursued that as a career. Who knew what Rolting was in 1977? There were a hundred of us in the world! Because of my experience with Rolting I was exposed to practices in human growth and human potential work and ended up leading men's rites of passage workshops when Rolting was more established and men's work was very new. I then met people from MIT coming through our men's programs who were in Peter Senge's circle, like Bill Isaac who wrote Dialogos. And they said, "There's a lot of men in corporations. You ought to come and bring your skills into companies."

And so I sat in on some workshops and met Sara Schley, and we started talking about sustainability and organizational learning in companies. And nobody was talking about that a dozen years ago. Now sustainability has become a huge thing over the past ten years and learning for sustainability has become something that's at least in the language and now something else is calling. It is interesting, when it's not terrifying!

Gregor Barnum

It's interesting because it's a little bit like each field is trying to evolve. And the different drummer in each of us is trying to pick up on what that beat is and begin to bring it out to people.

Joe Laur

And the part that desperately seeks comfort is always disappointed. I remember something my old Rolting teacher used to tell us, "You have to be comfortable walking continuously on shifting sand."

Gregor Barnum

Absolutely. You know that Rilke poem, "Sometimes a Man Stands Up During Supper"?

*Sometimes a man stands up during supper,
and walks outside and keeps on walking
because of a church that stands somewhere in the east.
and his children say blessings on him as if he were dead.
And another man stays there, inside his own house,
and dies there in the dishes and inside the glasses
so that his children have to go far out into the world
toward that same church that he forgot.*

Gregor Barnum

Whew. I feel that - it's the crux of everything we've been talking about. That's like somehow you've got to get up from the table and you've got to walk outside, and you keep on walking because something is pulling and calling you.

I also think that that voice is in everybody that we have as part of our networks. That we're going to attract people who've got that voice. I wonder how to keep one or two steps ahead of them so that they build more and more confidence that they're really hearing the right thing. I walked away from the Designing Our Desired Future retreat feeling, "Wow, there are a lot of people here who are from really big companies, and they

didn't have to come here; this is pretty far out stuff." But everybody was there on some level because I think they hear that voice.

And so the question for me is not to build a business case but to build the knowledge that isn't airy-fairy stuff. That there is inherently built into this emergence of a new future a very solid pragmatic imperative that we may not see yet, but must work like the devil to find.

Joe Laur

How can we put this "call to action" out there?

Gregor Barnum

We may need to put it in "sheep's clothing" at first, but if we can "storm the front" so that we focus on waking people up and work at the possibility of what this emerging future is, then we will have accomplished a lot.

I think there's a similarity between you and I in lots of ways. As we live in both the existing world and the emerging one, how do we keep our intuition taking us to the next level and working with these diverse and large organizations and systems right now? They're all looking toward something different. If SoL became the place where people became awakened to new futures and possibilities rather than just having ideas thrown at them, that's a whole different sphere. Awakened to and seeing the possibility for using the emerging future to create new business models.

Joe Laur

I like that phrase. "Awakening to and using the emerging future to create new business models." So tell me how that might play out at Seventh Generation? How might Seventh Generation once again lead the way, once again step into a new emerging future? You've told me that Clorox and other companies are already catching up to what you've done historically. So what's the new thing or what's the next phase that Seventh Generation is going to lead business in?

Gregor Barnum

There are three things that come to mind really quickly. I do think that given this new web thing that we're doing, we're trying to become a very strong element in finding ways to build community and educate people about what green really is, what it really means. We're moving from version "1.0" to the "2.0" experience. And I'm right in the midst right now of how to evolve that for our company and our markets.

The second thing is that there's a real commitment here to find a way to get every single individual here at Seventh Generation into personal development. What we're doing is, again going back to the "wake-up", is finding more and more ways to tap the capacities and the capabilities in every single employee here.

Most businesses come in with a manager that tells you what to do rather than tapping into who you might become. Don't treat somebody the way they are. Treat them the way they're becoming.

Gregor Barnum

If you keep looking at somebody the way they are, you're not talking to the part of them that's trying to become. There's a huge commitment to this from the top down. I mean, if there is a top here at Seventh Generation! it can come over from the side or anywhere. Jeffrey Hollander is committed to that level of personal development as part of this. It's a course people here are on.

Then the third thing is that given the systems work we've been doing with Carol Sanford who has spent her whole life trying to get companies to look at how to think systems. The way that we've been approaching the product systems idea—this whole notion of how you begin to design—it's a little bit like Apple where they really designed an amazing product system that's undisplaceable in many ways. How do we begin to do that as a company? How do you begin to think of products in the true sense of doing more with less? With more and more efficiency, less and less resources. At the same time, how do you build it so that it has such a placement in the world that you really find yourself thriving as a business?

This is our model—those are things that are beginning to build more and more into people's minds here. The shift towards that takes time. I'm on that shift. I work every single day to keep breaking through the Gregor of yesterday. It's an intense process. It's full of its angst. I just came out of this difficult meeting and I've got a

lot of emotion just running through me. I don't know what to do, or what to do with it. It's painful. It's bleak. But that's the pain of the old me. That's not who I am right now, or who I or my business are becoming.

Joe Laur

Gregor, right now I'm standing on the deck outside my office enjoying the warmth of the day and looking at the beautiful greenery around here and having a good time talking to you. And you're right, the part of me that's worrying about things—it's the old me worrying about the future, it's the past worrying about the future!

Gregor Barnum

Or a future that doesn't hold a possibility that you now can get to differently. Because the future you were seeing before was really a future built on the past. What we're trying to do right now is create a framework where you can actually see the future we need to create and live into. There is a future right now that we've all got to have, given the sense of where we are. The part in us that feels the call knows that we're going to go there no matter what.

I got this notion a long time ago, and everybody tells me it's wrong, but it sticks with me. There's no "no" in the universe. It's just that you've got to think about it differently to get to where you were trying to get to. So when you say something to somebody they'll always come up with why it won't work. I don't have time for that

Joe Laur

That's interesting. It might be a "not-this-way", rather than a "no", but that simply closes one out of countless possibilities. It doesn't mean the direction is wrong or unattainable.

Gregor Barnum

Unfortunately those no's usually shoot down a beginning idea that's trying to take form in the world. And that's the crime, if you want to call it that. If you really want to look at the criminals of today, they're the people who are shooting down what's trying to take form in order to protect the past. Trying to eliminate possibility. The emerging future.

Joe Laur

I've long thought that the natural enemy of great accomplishment is small expectations. Say we wanted to really make sure the world didn't do very much. The best way to do that would be to systematically find ways to limit possibility and limit vision for people so that people only thought what's possible was a very narrow band of wavelength and got them convinced there was no reality or possibility outside of that narrow wave of bandwidth. We would have invented a pretty robust control system. But in many ways we default to about 10 percent of what's possible.

Gregor Barnum

If that. And unfortunately that 10 percent is probably in many cases what has worked well in the past, so we keep trying to go back. Like going back to the same apple tree we ate from last summer but now it's winter and the apples aren't there anymore. You have to be looking somewhere else, in a different season.

If it's about revolution, it's about what responsibility we each have to changing ourselves. how do we then look at the beauty of what's trying to emerge, how do we have voice to overcome the fear of judgment, the fear of cynicism and fear itself to really bring form to something that's starting to come through? How do we prototype? How do we build fields? How do we? And that's the thing that Otto's U process points to, and I think the two of us know it just from the standpoint of having been through Wilhelm Reich's work and Ida Rolf's work. Because both of them were really attuned to worlds that nobody else was paying attention to at the time. And I think that's what we need to pay attention to now.

The use of performance data by online social investment markets: a study by Keystone

Submitted by Natalia Kirytopoulou , Keystone Accountability

To be able to support sustainability of developmental work, donors and other social investors must have access to quality information about the performance of the actors they are investing in. Based on this assumption, Keystone is conducting a study on online social investment markets, a major disruptive technology that con-

nects people with resources directly to people engaged in social transformation. Online marketplaces envision that in the future people would be able to respond directly to proposals from those affected by natural disasters within hours. At the same time, these sites could help ensure a steady flow of resources to organizations working on those difficult problems, making them more sustainable and less dependent on the short term whims of intermediary development agencies.

What seems like a promising revolution to the philanthropy industry, however, could well result in nothing so radical. The lack of performance criteria that could enable an individual donor to know if she is making a real difference is not yet in place. The risk that online markets reproduce the flaws of traditional aid, albeit with greater transactional efficiency, overshadows the optimistic scenarios: a lack of effectiveness, a lack of accountability for performance, and a lack of directing support for sustainable developmental change and strengthening local capabilities.

The project aims to analyze how markets measure the developmental effectiveness of the projects and organizations they profile; and how to encourage donors to reward good performance and accountability to constituents through their decisions. It will also examine what opportunities the online world offers for reporting on performance in the public domain and developing innovative methods for self-reporting and third-party feedback.

The study is due to be published early October 2007.

Zenning Your Business- Buddha in the Board Room

Submitted by Allan Holender

Are you living life sip by sip or gulp by gulp? The first zentreprenuers, the founders of the specialty company, The Republic of Tea, steeped into full flavor the Z concept of making business for positive social change on the planet, to actualize a life in which “what you do” is one with “who you are”. They say that “an entrepreneur creates a business, while a zentreprenuer creates a business and a life”. The fusion of one’s personal vision with one’s professional mission, grounded in activism and a holistic philosophy, will hallmark the next 1,000 years. Zentreprenuersim is surfacing across a wide spectrum of successful and purposeful businesses in North America.

According to the authors of *Iconoculture*, a book about upcoming trends; “If you think zentreprenuring is only for the disenfranchised and old hippies gone to seed, think again. An aging Generation X will carry proudly the do-unto-others-as-you-would-have-them-do-unto-you torch into the future. During their college years, they short-circuit their slacker image by volunteering enmasse to help those less fortunate. From coast to ivy-covered coast, college students log as many as ten to twelve hours per week tutoring, manning rape and suicide hotlines, teaching English, serving up dinner at homeless shelters, or being buddies to the physically or mentally challenged. The do-gooding experience coupled with the zentreprenueristic mood of the millennium will have far-reaching political, social, and economic implications.”

In a January 2004 article in *Expert Magazine*, entitled “Buddha Talks Business”, Jim Schaffer talked about what’s gone wrong with business today. Most of us, he says, “have tried hard to be good corporate citizens. We’ve dutifully absorbed the lessons we’ve been taught along the way, both in the course of doing our jobs as well as from the pages of each year’s hot business books. The trouble is, not only is much of this wisdom just plain wrong, it may also be preventing you from being successful and could be ruining your health.” We have however seen a new awakening and new thinking to the way we do business. However these cutting edge principles and ideas for the 21st century actually stem from 2500 years ago, in the time of the Buddha.

If we simply slow down rather than speed up as we have all been programmed to do, your mind can operate from a place of peacefulness rather than hectic turmoil. With a quiet mind and a curious, open heart, you’ll be able to act more swiftly than your adrenaline-addicted competitors. Having to be in control all the time isn’t just a trait as part of your astrological sign, or a personality dysfunction inherited from one of your parents. It’s considered one of the rules of the game. The perception is if you’re in control, you are in the driver’s seat and you can control your destiny. Or so we think. However to surrender, should not be confused with defeat or failure.

Being in the flow has now been proven to be far more effective in making business decisions. Besides, controlling is time consuming and a waste of energy. Pay attention, observe, and act rather than react in concert

with what is already happening. Stay in the present, because that's all there is. The past is gone in a heartbeat, the future is entirely unknown, so all there is NOW, and there is tremendous personal power in knowing how to use the present moment to the fullest.

Allan Holender is the author of the groundbreaking book, "Zentrepreneurism"- A 21st century Guide to the New World of Business; you can purchase his book on-line at www.zentrepreneurism.com and reach him at allan@zentrepreneurism.com

Long View Project participants find vision and commitment in action projects

Submitted by Mark Spain, Global Learning

Participants completing a three-month climate-change action program in Australia found that the process expanded their vision and strengthened their commitment — well beyond what they anticipated. Twenty-four individuals from a wide range of organizations signed up for The Long View Project, a leadership, learning and change program conducted by Global Learning. They took on more than ten projects aimed at making a difference to how sustainable their organizations are in responding to climate change and global warming.

A three-day workshop delivered:

- The latest assessments and discussions of commercial, legal and environmental impacts of climate change, led by a group of expert contributors.
- Development of action projects, led by teams and individuals, to shape their organisation's strategy and agenda to meet the environmental challenge.
- Training in building leadership skills and capacity to lead change.

The workshop was held at the iconic Australian National Botanic Gardens in the national capital, Canberra. Participants used each others' experience and knowledge to help define their projects, even though some arrived at the workshop without any idea what their project would be. The experience reinforced the power of collaboration and diversity of ideas and individuals.

Projects taken on include:

- Reducing the greenhouse footprint of a State government department.

A project plan for the NSW Department of Primary Industries to quantify the greenhouse footprint of its entire operations and, ultimately, to become greenhouse negative. (Joshua Gordon, Barry Kay, Hilary Smith, Pam Welsh, Rob Young) www.dpi.nsw.gov.au

- Making the ACT Government's Department of Territory and Municipal Services carbon neutral
The initial work project is to engage support for the concept and to measure the footprint of the department (Andrew Pedersen, Mike Brown, Wil Blount, Kylie McKinley) www.tams.act.gov.au

- River Recovery: generating healthy productive landscapes in the west of Sydney
Integration of Breathe Easy (Greening Australia's carbon offset product) and its Hawkesbury-Nepean River Recovery Program, using carbon offsetting to augment funding to restore marginal landscapes, with a primary focus on riparian zones. (Rowan Wood) www.greeningaustralia.org.au, www.breatheeasy.com.au

- Water Management Strategy for the Australian National Botanic Gardens
Comprehensive plan to maximize water management effectiveness in the Botanic Gardens. (Paul Janssens, Acting Director, Australian National Botanic Gardens) www.anbg.gov.au

- Seven Australian Botanic Gardens contribute to protecting plant biodiversity
A national initiative led by the Australian National Botanic Gardens with seven other major botanic gardens around Australia to commit to a national approach to protecting Australia's plant biodiversity from climate change. (Sabrina Sonntag, Communications and Marketing Manager, Australian National Botanic Gardens) www.anbg.gov.au

- The Answer is Simple - Country Women saving the Planet

Publish in the CWA Journal, circulating to 12,000 rural woman, two to five simple ideas with each issue showing how they can help slow down global warming and save water in their homes and work place. (Gail Commens) www.cwaofnsw.org.au

- Northern Sydney Regional Organisation of Councils (NSROC) Climate Change Project

Obtaining a commitment from the seven NSROC Councils (Lane Cove, Ku-ring-gai, Hornsby, Willoughby, North Sydney, Ryde and Hunters Hill) to reduce their carbon emissions by a specified amount by a specified date. (Dominic Johnson, NSROC Executive Officer) www.nsroc.org

- The Global Future Sustainability Leaders Program

Empowering the many young people across the globe who can imagine a different, more sustainable future and want to make their communities more sustainable – but don't know how to go about creating it. The GFSL program is designed to build the sustainability leadership capacity of young people using free, high quality internet-based training over an initial eight-month period. (Larissa Brown)

- Mercy Ecological Learning Community, Bathurst

Developing the St Joseph's Mount property in Bathurst, as an educational and demonstration site for ecologically sustainable living, including redesigning the heritage buildings cared for by the Sisters of Mercy for the past hundred years, plus their gardens, and creating an integrated eco-village. (Sisters Pat Linnane and Patrician Powell)

- Living Environments: an urban redevelopment

A sustainable medium urban residential mixed development that increases the ecological services, enhancing air, water, soil, biodiversity, human health, aesthetics and amenity. A type of development unique in Canberra and potentially an example for future sustainable urban developments. (Heather Colman)

- Reducing our Footprint: Global Learning cuts its CO2

Research and quantification of annual CO2 output from our business activities. Assessment of areas where reductions are possible, choice of a mechanism to offset our impact, and contractual agreement. (Steve Colman, Mark Spain, Michael Hollingworth, Ivan Trundle) www.globallearning.com.au

- Bush Goddess Foods

A line of foods featuring minimal use of energy in production, packaging and distribution, created and distributed by Pennie Scott – the Bush Goddess – with the mission to educate consumers about the impact of their decisions selecting foods on their health and the wellbeing of the planet. www.bushgoddessfoods.com.au

Members' News

Submitted by John D. Adams, Ph.D.

During the weekend of August 3-5, a group of eight representatives of our Calaveras County CA based sustainability NGO (FoCuS -- Foothill Collaborative for Sustainability -- www.foothillsustainability.org) attended the annual conference of the Sierra Nevada Alliance.

The SNA is an umbrella organization with over 75 NGO members that represent the entire Sierra Nevada East and west slope ecosystems (www.sierranevadaalliance.org). Over 250 committed activists were present to take part in a tremendous array of talks, panels, and workshops. Perhaps the most noteworthy feature of the attendees was the range in ages -- from teens in school programs to 91 year old Sierra conservation icon, Martin Litton.

Topics of the three day meeting included Planning for Smart Growth, Climate Change and county general plans, watershed restoration and management, forest restoration and management, and examples of successful community based programs.

We came away with many practical tools, implementable ideas, and materials for local presentations

on the various themes of the conference. There was so much that the FoCuS attendees decided to hold a debrief "back home," to digest what we all experienced and determine some local next steps.

Next year's meeting is scheduled for September 12-14 in King's Beach, on the north shore of Lake Tahoe. Any SoL-ites would feel right at home in this crowd.

Volkswagen To Offset Projected Emissions Of Cars

Volkswagen of America plans to offset the carbon emissions of projected consumer use. From September 1, 2007, until January 2, 2008, vehicles sold by Volkswagen will have carbon emissions offset for the first year of ownership. In addition, the Volkswagen site will show the ... Keep reading

GM Plant Eliminates Waste, Goes Landfill-Free

General Motors' Baltimore transmission plant has reached zero landfill status. The plant is the eighth GM facility to be tagged as landfill-free. The GM Powertrain Baltimore plant will be the exclusive manufacturer of GM's all-new two-mode hybrid transmission. GM says that the hybrid technology will ... Keep reading

Groundbreaking Collaboration

This past month, Material ConneXion, the Environmental Protection Encouragement Agency (EPEA), and McDonough Braungart Design Chemistry, LLC. (MBDC) announced a groundbreaking strategic collaboration that will help companies expand their ability to innovate and to create better, more sustainable products and processes while also increasing their profitability. This relationship will help to promote and disseminate the Cradle to CradleSM design principles, developed by MBDC, that lead to a more sustainable world.

The objectives of the collaboration: Today, more than ever, there is a clear need for environmentally intelligent products, materials and processes. It is up to responsible companies to minimize their negative global environmental footprint and to become leaders in environmental performance by actively optimizing their positive impact.

By pushing for better product design, closer control of their production processes, and greater use, reuse, and recycling of defined, ecologically-intelligent materials, companies can incorporate environmentally conscious planning into their overall framework. Material ConneXion, EPEA and MBDC together have the combined resources to be instrumental in helping companies achieve these objectives. (download full article at www.solsustainability.org/newsletters.html)

SoL News and Announcements

SoL Members' 10th Anniversary Meeting

November 7, 2007

Seattle, Washington, USA

In response to requests to hold SoL meetings outside of New England, we will hold our first members' meeting in Seattle in November immediately following the Annual Pegasus Conference. Café conversations will be preceded by a brief review of SoL's accomplishments and learnings over the past 10 years. In addition, a panel will highlight the range of work going on within SoL including representatives of SoL's member organizations, Jay Bragdon, author of Profit for Life, and Peter Senge. Registration for the afternoon meeting is \$95 including lunch (\$125 after September 1st); an optional reception will follow with a separate registration charge of \$50.

The 17th Annual Pegasus Conference

Amplifying Our Impact: Strategies for Unleashing the Power of Relationship

November 5-7, 2007

Seattle, Washington, USA

We are delighted to partner with Pegasus Communications to sponsor their 17th Annual Conference this year. We will offer a "SoL track" for keynote, forum, and concurrent sessions at the conference, featuring the work of the SoL community. SoL members can attend SoL meetings without attending the conference. Other SoL groups such as the Consulting Convergence may also choose to schedule meetings during the week of November 5 in Seattle.

Presencing: Collective Leadership for Profound Innovation and Change

December 3-7, 2007

The Royal Sonesta Hotel, Cambridge, Massachusetts, USA

Facilitated by C. Otto Scharmer, Beth Jandernoa, and Arawana Hayashi

Based on the "u-model" featured in the book Presence, and Theory U, this experiential workshop for teams leaders at all levels introduces individual and collective methodologies for sensing and facilitating profound change both within organizations and across societal systems. The workshop is based on findings from interviews with 150 scientists and social and business entrepreneurs in the areas of creativity, high performance, and leadership.

Foundations for Leadership

March 2008

Boston, Massachusetts, USA

This program goes deeply into the domains of personal mastery, collaborative inquiry, and the systems perspective as key competencies for sustaining profound change. Through the interplay of personal and interpersonal work, participants will recognize that leadership concerns the capacity of a human community to shape its destiny and to bring forth realities aligned with people's deepest aspirations. From senior executives to those with no formal authority, leaders at every organizational level will gain deeper insights into leadership as a collective phenomenon. Teams are encouraged to participate and explore together what it takes to create an environment in which leadership is a shared responsibility, naturally embedded in the fabric on an organization or community. This program was the origin of Peter Senge's book The Fifth Discipline.

Bridging the Gulf: Learning Across Organizations, Sectors, and Cultures

3rd SoL Global Forum

April 13-17, 2008

Muscat, Oman

Mark your calendars! SoL's local community coordinators have accepted the proposal of Gulf SoL to host the next SoL Global Forum. This choice was made with the specific goal of increasing opportunities for participation beyond North America and Europe. The theme for this meeting is cross-sector and cross-cultural collaboration. The design team will be asking for your contribution in the form of papers, posters, or workshops shortly with submission expected by 26 October 2007.

We expect to open registration for the Forum by October 1st, with an early registration deadline of December 31, 2007. You may direct questions or suggestions regarding planning for the Forum to Gulf SoL's coordinator for this event, Alfred Hanner, at alfred.hanner@aramco.com.

More Information

Visit www.solonline.org to learn more about these programs or contact Stacy Bougie at stacy@solonline.org or 617-300-9560

Other Events & Announcements

On November 13-14, 2007, the SUMMIT ON THE FUTURE OF THE CORPORATION (www.summit2020.org) will convene in historic Faneuil Hall in Boston to address one of the most critical questions of our time: Are corporations equipped for the 21st century? For more information see www.summit2020.org or contact Faye Camardo at: fcamardo@tellus.org)

EASE LAUNCHES CLEAN ENERGY UN-CONFERENCE IN SAN FRANCISCO

Nov. 16, 17, 18 at Ft. Mason San Francisco, CA
Serious Market Shaping Dialogs – Breakthrough Demos – Energy Innovation Challenge
(See article above) register at: www.easeinitiative.com

The Garrison Institute is seeking a Director for its Transformative Ecology Program Initiative.

The director will lead and manage the Institute's current environmental programs, and, in conjunction with a steering committee, conceive of new programs. The Institute's environmental initiative seeks not to duplicate the fine public policy, advocacy and academic work in the environmental field, but rather to support it with thoughtful approaches that lead to fresh, deep, transformative thinking.

The Garrison Institute's Transformative Ecology initiative seeks to bring transformative views and approaches to the human made ecological crisis that we now face. Drawing from the wisdom of contemplative practices, the latest sciences, and leadership training, the program has begun to reintegrate the power of values, religion, faith and contemplation into approaches to current issues facing the environmental field. In collaboration with others seeking fresh approaches, Garrison Institute is exploring ways to root contemporary environmental solutions in a heartfelt search for deeper understanding, shared values, and environmental and social justice. We seek both to help environmental change leaders deepen their inner life and to support religious leaders to become skilled, compassionate values leaders in regard to the environment. The initiative's success is measured by real outcomes resulting from its approach.

The place of work will be at the Institute in Garrison, New York, located in Putnam County in a recently renovated monastery overlooking the Hudson River. An office may also be available when needed in Manhattan, NYC. Salary will be determined upon review of qualifications.

To apply, please send a resume/CV with cover letter clearly stating your qualifications for the position to: David Rome, SVP of Programs, Garrison Institute, PO Box 532, Garrison, NY 10524; or fax to 845-424-4900 or email to davidr@garrisoninstitute.org.

See detailed description at: www.solsustainability.org/newsletters.html

Sustainability Consortium News	The Sustainability Consortium is a project of the Society for Organizational Learning	www.solsustainability.org www.solonline.org
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