

contents

part I

ENDINGS, NEW BEGINNINGS

- | | | |
|---|----------------------------------|----|
| 1 | A Future Awaiting Our Choices | 3 |
| 2 | How We Got into This Predicament | 14 |
| 3 | Life Beyond the Bubble | 33 |
| 4 | New Thinking, New Choices | 42 |

part II

THE FUTURE IS NOW

- | | | |
|---|---|----|
| 5 | Never Doubt What One Person and a Small Group of Co-Conspirators Can Do | 57 |
| 6 | Aligning an Industry | 68 |
| 7 | Unconventional Allies: Coke and WWF Partner for Sustainable Water | 77 |

part III

GETTING STARTED

8	Risks and Opportunities: The Business Rationale for Sustainability	101
9	Positioning for the Future <i>and</i> the Present	119
10	Getting People Engaged	140
11	Building Your Case for Change	157

part IV

SEEING SYSTEMS

12	The Tragedy and Opportunity of the Commons	168
13	Spaceship Earth	179
14	Seeing Our Choices	196

part V

COLLABORATING ACROSS BOUNDARIES

15	The Imperative to Collaborate	227
16	Convening: "Get the System in the Room"	234
17	Seeing Reality Through Others' Eyes	250
18	Building Shared Commitment	267

part VI
FROM PROBLEM SOLVING TO CREATING

19 Innovation Inspired by Living Systems	285
20 Unleashing Everyday Magic	292
21 You Don't Have to Have All the Answers	302
22 From Low-Hanging Fruit to New Strategic Possibilities	310
23 It's Not What the Vision Is, It's What the Vision Does	324
24 Redesigning for the Future	334

part VII
THE FUTURE

25 The Future of the Corporation	348
26 The Future of Enterprise Variety	356
27 The Future of Leadership	364
28 The Future of Our Relations	374
29 The Future of Us	378
Appendix	382
Notes	387
Index	400