

# Contents

<i>Preface</i>	vii
<i>Acknowledgements</i>	xvii
1. Houston, We Have a Problem	1
1.1 Our Early Approach to Mounting Problems	2
1.2 Our Problems Continue	4
1.3 Early Visionaries and the Resistance to Change	7
1.4 Do Current Free-Market Mechanisms Help?	8
1.5 An Intelligent Beginning	11
1.6 Are the Results Worth the Effort?	13
2. Selecting a Design Consultant	19
2.1 The Problem with Stewardship	19
2.2 Naturally Our Best Foot Forward	22
2.3 Pernicious Material Processes	24
2.4 Nature's Path of Production	25
2.5 Two Closed-Loops into One	29
2.6 Nature's Energy Path	32
2.7 Following Nature's Energy Path	34
2.8 Other Sun-Powered Opportunities	35
2.9 Envision a Sun-Powered Human Society	36
2.10 Cutting Our Nuclear Power Losses	38
2.11 The Advantages of Local Energy Production	39
2.12 Changing Energy Trends	40
2.13 Innovations Solving Multiple Problems	43

3.	The Bull's Eye	45
3.1	The Triple Top-line	45
3.2	The Short Post on the Three-Legged Stool	47
3.3	The Nature of the Movement	48
3.4	High Stakes and New Takes	49
3.5	How Do We Begin?	51
3.6	No Silver Bullet	53
3.7	The Better Part of Valor	54
3.8	The Toyota Way	58
3.9	Approaching the Bull's Eye	59
3.10	Intelligent Building Design	61
3.11	Urgent Challenges, Appropriate Remedies	63
3.12	Early Organizational Change	66
3.13	The Score Card	67
3.14	A Helping Hand	70
3.15	Staff Roles in the Transition	71
4.	Businesses Taking Care of Business	77
4.1	United States For-Profit Companies	78
4.2	European For-Profit Companies	94
4.3	Caribbean and South American For-Profit Companies	100
4.4	Australian For-Profit Companies.	102
4.5	Asian For-Profit Companies	102
4.6	Non-Profit Organizations	106
4.7	Sustainable Business Forums	108
4.8	Other U.S. Non-Profit Organizations	112
4.9	Laying the Foundation	115
5.	Greasing the Cognitive Skids	119
5.1	Connected on All Levels	121
5.2	Field-Based Education	122
5.3	Re-educate the Educators	125
5.4	Obstacles for Education Reform	127
5.5	The Operations Side of Education	130
5.6	An Academic Prototype	131

5.7	Research and the Movement	136
5.8	The Interdisciplinary Aspect	137
5.9	The Academic Program and Curricula	138
5.10	Current Undergraduate Programs	139
5.11	Graduate Programs	141
6.	Government Finally Gets It Right	145
6.1	Not Repeating Mistakes	146
6.2	Crafting Sustainable Business Policy	148
6.3	Reforming the Corporate Rules	151
6.4	Operational Advances for Government	153
7.	Healthy, Beautiful, Diverse, and Durable	159
7.1	Your Home	160
7.2	Transportation	163
7.3	Your Retail Experience	164
7.4	Formal Education	170
7.5	Out on the Farm	172
7.6	Your Workplace	175
8.	Falling Off the Log	183
8.1	Recognizing the Threats	183
8.2	Opportunistic or Altruistic	184
8.3	An Aversion to Risk	186
8.4	The Overwhelming Cost	187
8.5	Indecent Exposure	188
8.6	Pretenders and Emasculators	192
8.7	Six Essential Characteristics	193
8.8	International Implications	195
8.9	Back to the Front	198
	<i>Bibliography</i>	201
	<i>Index</i>	203