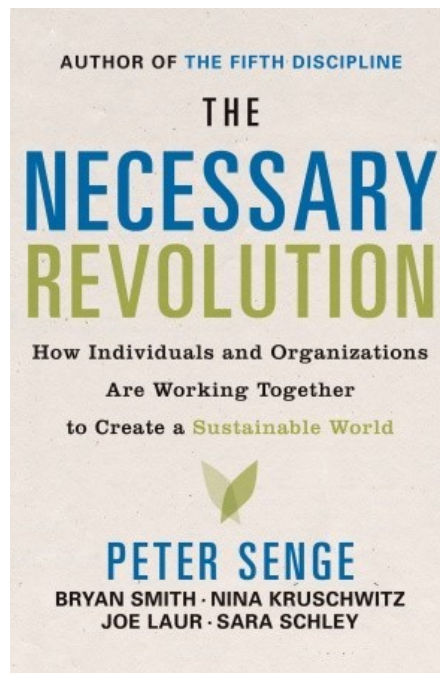




The Necessary Revolution: How Individuals And Organizations Are Working Together to Create a Sustainable World

Peter M. Senge , Bryan Smith , Sara Schley , Joe Laur , Nina Kruschwitz

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Imagine a world in which the excess energy from one business would be used to heat another. Where buildings need less and less energy around the world, and where “regenerative” commercial buildings – ones that create more energy than they use – are being designed. A world in which environmentally sound products and processes would be more cost-effective than wasteful ones. A world in which corporations such as Costco, Nike, BP, and countless others are forming partnerships with environmental and social justice organizations to ensure better stewardship of the earth and better livelihoods in the developing world. Now, stop imagining – that world is already emerging.

A revolution is underway in today’s organizations. As Peter Senge and his co-authors reveal in *The Necessary Revolution*, 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.

Brimming with inspiring stories from individuals and organizations tackling social and environmental problems around the globe, *THE NECESSARY REVOLUTION* reveals 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 flourish in an increasingly interdependent world. Among the stories in these pages are the evolution of Sweden’s “Green Zone,” Alcoa’s water use reduction goals, GE’s ecoimagination initiative, and Seventh Generation’s decision to shift some of their advertising to youth-led social change programs.

At its heart, *THE NECESSARY REVOLUTION* contains a wealth of strategies that individuals and organizations can use — specific tools and ways of thinking — to help us build the confidence and competence to respond effectively to the greatest challenge of our time. It is an essential guidebook for all of us who recognize the need to act and work together—now—to create a sustainable world, both for ourselves and for the generations to follow.

The Necessary Revolution: How Individuals And Organizations Are Working Together to Create a Sustainable World Details

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From Reader Review The Necessary Revolution: How Individuals And Organizations Are Working Together to Create a Sustainable World for online ebook

Ian Tierney says

This book was read at the same time as Meadows' System Thinking. I thought the book had some great examples of large organizations going toward a more sustainable business model. Many people in our reading club thought the beginning was too drawn out, however I disagree. It is the case studies in this book combined with the lessons learned that really made it a powerful read. Being that I am involved in the sustainability industry as a professional, I find it hard to imagine there are people out there who would pick this book up that were not already involved in The Green Revolution. This book needs to be required reading material for plant operators, businessmen, engineers...basically those who run buildings, businesses, and governments.

Marie says

This book expanded my understanding of sustainability and fundamentally changed how I viewed large multi-national corporations in terms of social change (I used think they could only do harm). The book is comprehensive, at once terrifying and inspiring. Most importantly though, it is empowering and offers pragmatic suggestions and potential solutions to the social, environmental, and economic crisis of our times.

Rick says

Peter Senge makes a rational and passionate case forfor revolution in business to integrate social, ecological and business systems. He provides compelling examples for some of the world's largest companies who already making strides toward sustainable strategies and practices. He also explains the tools and strategies that individuals at any level can use to motivate meaningful change in organizations.

Edwin B says

Peter Senge is a favorite of mine in the field of organizational learning and participative change. And indeed, his philosophy on how businesses should be run hews closely to the regenerative spirit of sustainability - where people, natural resources, energy, materials, and by-products are fruitfully tapped, stewarded and cultivated with mindfulness towards preserving the ability of future generations to similarly thrive. This is a practical primer on how individuals and organizations can participate in creating a sustainable, just and equitable world.

stinaz says

What I thought was going to be a profile of organizations working towards sustainability was so much more. A set of guidelines and a prescription for how organizations, businesses, workers can make change and induce more sustainable practices for business.

Put a face and name to the method of thinking that I choose over all others - systems thinking (seeing the whole) and provides tools and step by step instructions as to how individuals and groups can implement systems thinking within their organizations.

Overall the premise is simple, 3 basic rules to developing sustainable business for the world post the Industrial Age bubble: first to implement systems thinking, second to collaborate across boundaries, and third to move from problem solving to creating. Three easy concepts and useful ones at that - being able to see the whole is vital to sustainability and any survival of any system or issue, working with people across boundaries recognizes the importance of collaboration and how interconnected we all are (people and ecosystems alike), while moving from fixing a problem to creating a desirable future is a positive and aspirational step that helps motivate people in the right direction. I love these 3 steps and the book explores them more in depth and provides further tools to help others to implement them.

A must read for anyone who wants to make change and recognizes that no business is sustainable if we cannot sustain life on our planet.

Samir Dhond says

"It is a powerful book. People truly do many imaginative things to influence the organization that they choose to work with. It talks about how symbiotic the relationship of people in an organization ought to be. It also sends home a strong message that if you want to survive in these times and ages, we ought to work together. There is so much more power in working together on creating something so very beautiful. I strongly recommend this book.

Marcy says

This is a book that is perhaps designed for business executives to read, but it actually would do environmental activists a lot of good to read it too. The book begins with a series of case studies about major MNCs - Xerox, Coca Cola, P&G, Alcoa, Nike, BP, Costco, Toyota, BMW, Dupont, GE, and Unilever - that radically shifted their company's way of thinking in order to incorporate a sustainable way of doing business. All of these companies used systems thinking to do so. Many partnered with NGOs like Greenpeace, WWF, or Oxfam. But all of them not only saw that when they made some pretty remarkable shifts in their business practices to become more sustainable, they also saw profitability increase dramatically. My favourite story from this part of the book is when Xerox took a bunch of its employees out to the woods where they were totally disconnected from city and corporate life for a few days. Then they met up in a lodge in this forest and saw one of their photocopy machines at the centre. For all of them it felt so out of place and it led them to redesign their product to create something with reusable parts, recyclable pieces so they could be responsible for the end of life of the product they produced.

The rest of the book is really designed to help companies follow in these footsteps with extremely helpful toolbox sections where they give you ideas about how to proceed in your company with step-by-step guides. For environmentalists, this can be instructive as it can create new ways of thinking about engaging with a part of society that can be moved to change when directed in the right way.

Amy Constant says

Interesting read for a social and environmental change class

Kate says

I don't want to oversell it, but I really think that everyone should read this book. It's written from the business perspective, but it's relevant to everyone, especially people in communications, business, government and the natural sciences.

The authors use "Revolution" in the title, but this isn't a hard-core text. You don't have to be a hippie to appreciate the ideas. What makes this book so amazing is that it takes a lot of very technical and mysterious concepts for people outside of architecture and environmental sciences and makes those concepts easily understandable. They give concrete examples of these principles in action, then give a pretty comprehensive guide to implementing these principles in your own business or organization.

Jackie Brady says

I liked this book for its hopeful yet practical message. Some businesses really are trying to do the right thing when it comes to sustainability, and they will continue to put pressure on other businesses while forming symbiotic relationships with suppliers. The stories about specific companies' efforts were inspiring. What didn't hold my interest quite as well were the parts about how Jane Doe working for such-and-such a company can work with like-minded coworkers to change the minds of higher ups. It might work (again, there was a lot of focus on practicality), but I was not reading the book for corporate America change-from-within guerrilla tactics.

Mansee Sahu says

It's a moderate read with insights on how small steps towards sustainable environment are making a difference. Examples of some big companies are taken to support the idea. Although it is a comprehensive guide for people who want to take inspiration from the sustainable efforts like ethanol cars, coca-cola saving water and so on, but the flip side and detailing as to the real reason behind these companies taking these sustainable efforts and what they are gaining out of it and so on for these examples would have made it more interesting.

Arturs Alsins says

For such a powerful title I was expecting a bit more radical changes being proposed throughout the book. This might be a good learning material for someone in a large corporation rather than an environmental enthusiast although everyone can take away some useful bits and peaces of knowledge. I found it a little repetitive as well.

Ed says

Senge provides an overview of systems thinking and addresses the importance of sustainability and how organizations should incorporate this concept. Another key point the text brings out is that of economic justice, which is at the heart of sustainability.

Gatot Widayanto says

Alasan utama membeli buku ini bagi saya karena faktor penulisnya. Siapa tak kenal Peter Senge yang kondang dengan buku *The Fifth Discipline* pada hampir dua dekade yang silam, tepatnya 1990. Buku tersebut telah menjadi buah-bibir di kalangan pemerhati strategi bisnis maupun manajemen terutama yang mendalami pembelajaran organisasi. Premis pokok yang dituangkan Senge saat itu adalah ajakan untuk membudayakan pemikiran sistemik. Contoh yang ia gunakan juga sangat sederhana, yaitu dengan menggunakan simulasi permintaan-pemasokan sistem distribusi minuman mulai dari pabrik ke distributor, agen, pengecer, sampai ke konsumen. Dengan tujuan akhir mencapai keseimbangan, Senge menyampaikan secara lugas bagaimana pendekatan sistemik bisa menyelesaikan masalah tersebut.

Pendekatan Sistemik dan Keseimbangan

Di buku *The Necessary Revolution* ini Senge menekankan hal yang sama, yaitu pentingnya pendekatan sistemik, dengan tujuan sama: keseimbangan. Bedanya, pada buku terbitan 2008 ini ia dan kawan-kawannya yang tergabung dalam Masyarakat Pembelajar Organisasi memperluas konteksnya menjadi global, bukan suatu entitas perusahaan. Isu pokok yang ia angkat adalah lingkungan hidup. Di sini ia menekankan pada isu pokok daripada menekankan pada metodenya. Sehingga, jangan kaget bagi Anda yang terbuai dengan uraian menarik tentang pendekatan sistemik di bukunya terdahulu, sekarang kurang mendapat penekanan meski diagram kasualitas masih ia gunakan (dimulai dengan hal. 21). Bisa dikatakan, Senge sengaja ingin menekankan perlunya kita semakin sadar dan bertindak terhadap kerusakan lingkungan yang semakin parah, dengan mengingatkan bahwa perangkat pendekatan sistemik harus digunakan.

Dari buku ini kita belajar tiga hal: perlunya kesadaran terhadap intensitas kerusakan bumi bumi karena ulah manusia, perlunya cara berpikir baru mengatasi hal ini, dan perlunya bertindak dari yang paling kecil sekalipun. Fakta yang diungkapkan Senge memang patut membuat kita risau (hal. 29). Emisi karbon dioksida (CO₂) yang dihasilkan dari penggunaan bahan bakar, mengotori bumi ini dengan volume yang dahyat: 8 milyar ton setiap tahun. Sedangkan, kemampuan bumi dan tanah menyerapnya hanya 3 milyar ton per tahun, sehingga terdapat 5 milyar ton (nett) penambahan CO₂ di atmosfir kita. Padahal, saat ini sudah

ada 800 milyar ton CO₂ di atmosfer. Bisa dibayangkan betapa beratnya beban polusi bagi anak cucu kita pada nantinya. Memfokuskan pada kadar CO₂ membuat kita paham terhadap urgensi permasalahan ini. Ini mengingatkan kita bahwa perubahan iklim seperti yang kita alami pada saat pancaroba ini bukan merupakan masalah tersendiri tapi merupakan rentetan akibat dari kondisi semakin buruknya kualitas bumi ini karena ulah kita. Senge mengibaratkan bahwa kita saat ini hidup dalam suatu gelembung kehidupan, dan kita harus memikirkan cara untuk memasuki kehidupan baru diluar gelembung tadi, *Life Beyond The Bubble* (hal. 33).

Pemikiran Baru

Untuk mengatasi masalah ini perlu adanya pemikiran baru dengan pilihan baru. Senge menguraikan perlunya perubahan sistemik dengan pemikiran baru: melihat secara sistem, menciptakan kolaborasi lintas batasan, dan menciptakan masa depan yang kita inginkan. Dalam dunia yang saling terkait ini sudah sangat dibutuhkan memperluas cakrawala dengan melihat masalah dalam pendekatan sistem yang menyeluruh. Tidak lagi ada suatu fenomena yang muncul dengan sendirinya karena itu pasti merupakan akibat dari adanya fenomena lain. Banyak perusahaan yang telah merintis pendekatan sistem ini, salah satunya Alcoa, yang merasakan kekurangan air bersih yang semakin meningkat. Diperlukan solusi mendasar dalam pengelolaan air bersih tidak sekedar hanya relokasi pabrik hanya karena peraturan daerahnya masih longgar.

Diperlukan kolaborasi lintas batasan, lintas usaha dan lintas budaya sebagai wujud pendekatan sistemik. Bayangkan suatu dunia dimana kelebihan energi dari suatu usaha diserap oleh usaha lainnya yang membutuhkan. Ini merupakan tantangan besar dunia karena sejauh ini pembicaraan kolaboratif masalah lingkungan hidup masih dalam taraf pembicaraan, belum tindakan. Diharapkan, dengan adanya visi menciptakan masa depan (di luar gelembung) yang lebih baik akan menyelamatkan dunia ini dari kerusakan yang semakin parah. Pemikiran baru ini memang perlu dilaksanakan seefektif mungkin dengan kesadaran penuh dari pelakunya.

Perlunya Tindakan

Sebuah bisnis bisa bertahan dan berkembang karena dengan adanya inovasi. Demikian juga bila kita ingin memasuki *Life Beyond the Bubble*, kita harus menciptakan motivator atau hal-hal yang memberikan inspirasi bagi kita untuk "mau" bertindak (hal. 285). Ini bukan pekerjaan mudah. Meski usaha ke arah ini belum merupakan sesuatu yang mengglobal, namun beberapa tindakan sudah dilakukan beberapa produsen. Nike, misalnya, telah mengurangi kandungan karbon sol sepatu buatannya sebesar 75%. Di Eropa, bila Anda memproduksi mobil dan menjualnya, Anda bertanggung-jawab untuk memiliki rongsokannya saat mobil tersebut jadi besi tua. Atau dengan kata lain: "Bila Anda membuatnya, maka Anda memilikinya selamanya". Senge menekankan perlunya menerapkan model bisnis yang merupakan sistem hidup. Dengan kata lain, bagaimana menciptakan produk yang bisa didaur-ulang pada saat produk tersebut tidak berfungsi lagi. Pada level individual, kita juga perlu mengubah pola hidup konsumerisme kita dengan memulai pada hal-hal kecil, misalnya dengan mengurangi penggunaan plastik, menggunakan sepeda secara rutin ke tempat kerja (*cycling to work*). Hal-hal kecil ini bila dilakukan jutaan bahkan milyaran orang di dunia, tentu akan memberikan dampak mengurangi laju kerusakan bumi.

Meski buku ini sarat dengan visi dan kepedulian terhadap terciptanya kehidupan yang lebih baik, namun

terasa kurang fokus. Hal ini mungkin disebabkan terlalu luasnya konteks bahasan, tidak pada entitas bisnis atau kompetisi. Salah satunya adalah seperti diuraikan di halaman 263 – 266 dimana diberikan contoh kalimat yang perlu digunakan dalam pembicaraan masalah lingkungan. Menurut saya, ini sudah terlalu rinci untuk bahasan global dengan isu pokok lingkungan yang sangat kental. Sayangnya, rincian pada level kolaborasi antar perusahaan atau dengan pemerintah kurang diperhatikan bagaimana menciptakan model kolaborasi yang tepat. Namun, buku ini sudah cukup menggugah kita untuk lebih peduli lingkungan hidup.

Gatot Widayanto

Konsultan Manajemen dan Pesepeda ke tempat kerja

E says

Enlightened prescription for sustainability

The Earth faces grave sustainability problems, including global warming. In this new book, experts Peter Senge, Bryan Smith, Nina Kruschwitz, Joe Laur and Sara Schley discuss how people, organizations and nations are coming together to bring about positive change. The authors demonstrate that sustainability issues are part of an interconnected global dilemma that affects everyone. They urge united action to solve major ecological problems before solutions become impossible. They even note that businesses can save and earn money through environmentally sound products and policies. getAbstract recommends this enlightened book's informed focus on exactly how to improve the sustainability of life on the planet.
