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Part 1. How the Environmental Movement Can Find Its Way Again

As the Death of Environmentalism memo confirmed in October 2004, the environmental movement has failed to solve the sustainability problem. Therefore it must either step aside or reinvent itself so that it is capable of solving the problem. Part one explores how it may be able to do the latter.

1. Why the Environmental Movement Needs the Right Process 18

The movement has lost its way because the process does not fit the problem. This was an easy trap to fall into because the process worked at first. But now we know that what was happening is we were solving the easy problems first. The hard problems remain as unsolved as ever, because the current process is utterly incapable of solving them. The movement can find its way again by changing to the right process.

2. Why Environmentalists are Facing Such Hostile Opposition 27

A promising hypothesis for the source of change resistance is an invisible social structure called The Dueling Loops of the Political Powerplace and its exploitation by the New Dominant Life Form. This structure also reveals the low leverage points environmentalists have been pushing on, and the high leverage points they must push on instead.

3. How to Raise the General Ability to Detect Political Deception 40

This can be done by applying a suitable problem solving process, such as the System Improvement Process. This has been done. The results are presented in the form of six solution elements. These have been engineered to work closely together to change the general ability to detect political deception from low to high. Once it goes high enough the race to the bottom will collapse, causing the race to the top to become the dominant loop in politics, which will lead to rapid solution of the sustainability problem.

Part 2. First Things First: Solving the Transformation Problem

The environmental movement can find its way again by switching to Analytical Activism. Thus the first problem to solve is how can we transform the movement from Classic to Analytical Activism? Part two analyzes how to do this using the four steps of the System Improvement Process.

4. The Transformation Strategy Map53

This chapter presents a simple strategy for solving the transformation problem, using the tools of strategy maps and feedback loops.

5. Process Step 1: Problem Definition61

This step defines the problem correctly and efficiently, allowing problem solvers to focus on the few things that matter and to ignore everything else.

6. Process Step 2: System Understanding 64

The goal of the second step of the System Improvement Process is to understand why the system works so well that its leverage points become obvious. This is analogous to the importance of diagnosing the cause of a disease first.

- 7. An Assessment of Problem Difficulty..... 70**
 There are seven difficulty factors causing environmental problems to be difficult to solve. These factors are used to rate the top eleven environmental problems. The results explain why one has been easy to solve and the rest remain unsolved. The chapter argues that the main reason so many remain unsolved is the problem solving process used by the environmental movement is so immature that it does not fit the problem. It cannot handle the seven difficulty factors. Given the principle that *the more difficult the problem the more mature the process used to solve it must be*, it follows that the movement must switch to a mature process.
- 8. An Assessment of Process Maturity 83**
 An assessment of the process maturity of ten environmental organizations shows the environmental movement is presently incapable of solving the sustainability problem, chiefly because of over reliance on Classic Activism. This can be corrected by adding the key best practices of Analytical Activism and those practices particular to the sustainability problem.
- 9. Finding the System’s Low and High Leverage Points 147**
 This chapter presents the Powell Memo and the Second Age of Reason as examples of how other movements found the right high leverage points and pushed on them successfully. Using the results of this analysis, the defects and flaws sections of the strategy map are completed. Two simulation models are used to find the low and high leverage points of the transformation problem.
- 10. Process Step 3: Solution Convergence196**
 Now that we know where the high leverage points are, converging on a solution is relatively easy. The Transformation Causal Flow Model, the completed strategy map, and a collection of solution elements executing the model and map are developed.
- 11. The Transformation Simulation Model231**
 If solving a problem is critical, then a causal flow model is not good enough. This chapter presents a more mature solution model: the Transformation Simulation Model and the phase transition chain.
- 12. Process Step 4: Implementing the Model and the Map 258**
 A final strategic review of how to implement the Transformation Simulation Model and the completed strategy map is performed. The two modes of initial failure and eventual success are examined. A structural thinking viewpoint is used to summarize the entire analysis and solution, using the This Is a Four Loop Problem diagram. The option of using Six Sigma as the implementation vehicle for an analytical approach is explored.
- Part 3. Now We Are Ready: Solving the Sustainability Problem**
 Now that a newly transformed environmental movement is using a process that fits the problem, how can it begin to solve the sustainability problem? Here are some process application examples to point the way:
- 13. The First Experiment 268**
 The first step in taking up the new paradigm is to think in terms of process driven experimentation. To make this mental leap all you have to do is perform The First Experiment. This requires a small group of people and takes only about 30 minutes, plus another hour or so of lively educational discussion.
- 14. The Dueling Loops of the Political Powerplace283**
 This presents a promising hypothesis for breaking the 30 year deadlock of systemic change resistance, using the same Dueling Loops model that was presented earlier in chapter 2. The model is covered in depth, complete with simulation model diagrams and a long series of exploratory scenarios. The key finding is that that the Dueling Loops are the primary cause of systemic change resistance to solving the sustainability problem. The folly of pushing on low leverage points is compared to the superior alternative of pushing on high leverage points instead.

- 15. The Proper Coupling Package304**
 Currently the human system is *improperly coupled* to the larger system it lives within: the environment. The result is the runaway environmental overshoot we see today. It appears possible to engineer a business model that is so ethically and financially attractive that its rapid adoption by the global business community would solve the sustainability problem as quickly as is realistically possible. This chapter presents a theoretical foundation for how this can be done, along with sample solution elements to demonstrate how theory may be turned into reality.
- 16. Goodbye to Command and Control321**
 Conventional wisdom on environmental sustainability solutions tends to embody what is in fact a command and control approach. This will not work, due to the inherent inefficiency of command and control. Better is to find policy mechanisms that accomplish the goal of environmental sustainability in a manner based on inherent system efficiency, such as those in the Proper Coupling Package.
- 17. Solution Factories331**
 Tomorrow's leading activist organizations will no longer be activist organizations. They will be solution factories. Ordinary factories produce *physical products* that solve technical problems, such as the needs of consumers. Solution factories produce *mental products* that solve social problems, in a process driven, high speed, highly efficient assembly line manner. The output of a solution factory is memes.
- 18. What Can I Do Tomorrow Morning?366**
 This chapter lists dozens of things you can do to *change the system*, rather than continuing to treat the symptoms, so that the system's natural, inherent behavior is to run sustainably.

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A Note of Caution & the Right Tools for the Job

At Thwink.org, as well as in this book, we think like scientists. Every assertion we make is a hypothesis that could be overturned tomorrow. The pages you are about to read contain many novel hypotheses. While these seem to have withstood the test of logical proof, using a number of analytical tools, few have undergone the acid test of real world experimentation. No one knows how many will survive. But rather than couch every assertion with a "maybe," a "this suggests," or a "probably," and so on, we have elected to only occasionally stress that *all the conclusions in the book are merely examples and pointers to a new way of thwinking*. None should be interpreted as *the analysis or the solution*, because the strategy of this book is not to solve the problem, but to introduce *the right tools for the job*. This book contains example after example of how to use several key tools. How they are actually applied and how the problem is ultimately solved is up to you.