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In This Issue . . .

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The Eco-Economic Revolution

By Lester R. Brown

Adapted from his latest book, Eco-Economy: Building an Economy for the Earth.

If we want economic progress to continue, we must systematically restructure the global economy to make it environmentally sustainable. Here is Part I of a description of a future eco-economy. Part II (April Issue) will include tips on future industries, job possibilities, and potential investment ideas.

Today's global economy has been shaped by market forces, not by the principles of ecology. Unfortunately, by failing to reflect the full costs of goods and services, the market provides misleading information to economic decision makers at all levels. This has created a distorted economy that is out of sync with the earth's ecosystem - an economy that is destroying its natural support systems.

An economy is sustainable only if it respects the principles of ecology. If an economy is to sustain progress, it must satisfy the basic principles of ecology. If it does not, it will decline and eventually collapse.

The market does not recognize basic ecological concepts of sustainable yield, nor does it respect the balances of nature. For example, it pays no attention to the growing imbalance between carbon emissions and nature's capacity to "fix" carbon, much less to the role of burning fossil fuels in creating the imbalance. For most economists, a rise in carbon dioxide levels is of little concern. Such a rise - driven by the use of fossil fuels - is a signal to shift to other energy sources in order to avoid rising temperatures, melting ice, and the rising sea level.

An eco-economy would be one that satisfies our

Executive Trivia Question...

What company touted itself as, "The Other Guys?"

needs without jeopardizing the prospects of future generations to meet their needs. Creating such an economy is nothing less than an Environmental Revolution.

Ecologists understand the processes that support life on Earth. They know that the earth's ecosystems supply services as well as goods and that the former are often more valuable than the latter.

A sustainable economy respects the sustainable yield of the ecosystems on which it depends: fisheries, forests, rangelands, and croplands. A particular fishery can sustain a catch of a certain size, but if the demands on the fishery exceed the sustainable yield by even 2% a year, the fish stocks will begin to shrink and will eventually disappear. The same is true for forests and rangelands.

Nature also relies on balances. These include balances between soil erosion and new soil formation, between carbon emissions and carbon fixation, and between trees dying and trees regenerating.

Nature depends on cycles to maintain life. There are no situations where raw materials go in one end and garbage comes out the other. In nature, one organism's waste is another's sustenance, and nutrients are continuously cycled. Our challenge is to emulate it in the design of the economy.

Despite this long-standing body of ecological knowledge, national governments have expanded economic activity with little regard for sustainable yields or the fragile balances in nature. Over the last half century, the seven-fold expansion of the global economy has pushed the demand on local ecosystems beyond the sustainable yield in all countries. The five-fold growth in the world fish catch since 1950 has pushed the demand of most oceanic fisheries past their ability to produce fish sustainably. The six-fold growth in the worldwide demand for paper is shrinking the world's forests. The doubling of the world's herds of cattle and flocks of sheep and goats since 1950 is damaging rangelands, converting them to desert.

An ecologist not only recognizes that the services provided by ecosystems may sometimes be worth more than the goods, but that the value of services needs to be calculated and incorporated into market signals if they are to be protected. For example, a forest in the upper reaches of a watershed may provide services - such as flood control and the recycling of rainfall inland - that are several times more valuable than its timber yield. Unfortunately, market signals do not reflect this because the loggers who are cutting the trees do not bear the costs of the reduction in services. National economic policies and corporate strategies are based largely on market signals. The clear-cutting of a forest may be profitable for a logging firm, but it is economically costly to society.

Another major failure of the market to provide reliable information comes when governments subsidize the depletion of resources or environmentally destructive activities. For example, over several decades the U.S. Forest Service used taxpayer money to build roads into national forests so that logging companies could clear-cut forests. This subsidy only artificially lowered the costs of lumber and paper, and it led to flooding, soil erosion, and the silting of streams and rivers. In the Pacific Northwest, it destroyed highly productive salmon fisheries. And all this destruction was underwritten by taxpayers.

In a world where the demands of the economy are pressing against the limits of natural systems, relying on distorted market signals to guide investment decisions is a recipe for disaster. Historically, when the supply of fish was inadequate, the price would rise, encouraging investment in additional fishing trawlers. When there were more fish in the sea than we could ever hope to catch, the market worked well. Today, with the fish catch often exceeding the sustainable yield, investing in more trawlers in response to higher prices will simply accelerate the collapse of these fisheries.

A similar situation exists with other natural systems, such as aquifers, forests, and rangelands. Once the climbing demand for water surpasses the sustainable yield of aquifers, the water tables begin to fall and wells go dry. The market says drill deeper wells. Farmers then engage in an orgy of well drilling, chasing the water table downward. On the North China Plain, where 25% of the country's grain is produced, this process is under way. In Hebei Province, data for I999 show 36,000 wells, mostly shallower ones, being abandoned during the year as 55,000 new, much deeper wells were drilled. In Shandong Province, 31,000 were abandoned and 68,000 new wells were drilled.

In an eco-economy, drilling additional wells would be banned once a water table showed signs of falling. Instead of spending money

to dig deeper wells, investments would be channeled into measures to boost water efficiency and to stabilize population in order to bring water use into balance with the sustainable supply.

If we want economic progress to continue, we have little choice but to systematically restructure the global economy in order to make it environmentally sustainable. There is no precedent for transforming an economy shaped largely by market forces into one shaped by the principles of ecology.

The growth in world output of goods and services from $6 trillion in 1950 to $43 trillion in 2000 has caused environmental devastation that we could not have imagined a half-century ago. If the world economy continued to expand at 3% annually, the output of goods and services would increase four-fold reaching $172 trillion by 2050.

We will not succeed with a project here and a project there. We are winning occasional battles now, but we are losing the war because we do not have a strategy for the systemic economic change that will put the world on an environmentally sustainable development path.

Although the concept of environmentally sustainable development evolved a quarter century ago, not one country has a strategy to build an eco-economy - to restore carbon balances, to stabilize population and water tables, and to conserve its forests, soils, and diversity of plant and animal life.

We can find individual countries that are succeeding with one or more elements of the restructuring, but not one that is progressing satisfactorily on all fronts. Glimpses of an eco-economy are visible in some countries. For example, 31 countries in Europe, plus Japan, have stabilized their population size. Europe has stabilized its population within its food-producing capacity, leaving it with an exportable surplus of grain to help fill the deficits in developing countries. China - the world's most populous country - now has lower fertility than the United States and is moving toward population stability.

Denmark is the eco-economy leader. It has stabilized its population, banned the construction of coal-fired power plants, banned the use of non-refillable beverage containers, and is now getting 15% of its electricity from wind. In addition, it has restructured its urban transport network; now 32% of all trips in Copenhagen are on bicycle. Denmark is still not close to balancing carbon emissions and fixation, but it is moving in that direction.

Other countries have also achieved specific goals. A reforestation program in South Korea, begun more than a generation ago, has blanketed the country's hills and mountains with trees. Costa Rica has a plan to shift entirely to renewable energy by 2025. Iceland, working with a consortium of corporations led by Shell and DaimlerChrysler, plans to be the world's first hydrogen-powered economy.

Systemic change requires a fundamental shift in market signals - signals that respect the principles of ecological sustainability. Unless we are prepared to shift taxes from income to environmentally destructive activities, such as carbon emissions and the wasteful use of water, we will not succeed in building an eco-economy.

Restoring the balances of nature in energy production depends on shifting from a carbon-based economy to a hydrogen-based one. Even the most progressive oil companies, such as BP and Royal Dutch/Shell that are talking extensively about building a solar/hydrogen energy economy are still investing overwhelmingly in oil, with funds going into climate-benign sources accounting for a minute share of their investment.

Reducing soil erosion to the level of new soil formation will require changes in farming practices. In some situations, it will mean shifting from intense tillage to minimum tillage or no tillage. Agro-forestry will loom large in an eco-economy. Restoring forests that recycle rainfall inland and control flooding means reversing decades of tree cutting and land clearing with forest restoration, an activity that will require millions of people planting billions of trees.

Building an eco-economy will affect every facet of our lives. It will alter how we light our homes, what we eat, where we live, how we use our leisure time, and how many children we have. It will give us a world where we are a part of nature, instead of estranged from it.

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The Idea Incubator

by Frank Helton

How can sleeping on the right side of the brain affect sleepwalking?

Sleep researchers at Indiana State University say most birds have evolved the ability to sleep with one eye open and one half of their brains awake, a phenomenon called unihemispheric sleep. According to ***Niels C. Rattenborg***, the study's lead researcher, this means the birds can get much needed rest while simultaneously watching out for lurking dangers.

To understand when and why birds sleep this way, Rattenborg's team videotaped resting mallard ducks. They found that when the ducks were arranged in a row, the end ducks spent three times longer in unihemispheric sleep than their center neighbors. Also, the end ducks controlled which side of the brain slept and which side stayed awake, orienting their open, wakeful eyes toward perceived threats and away from the other ducks. Measurements of brain-wave activity confirmed the behavioral studies, proving a one-to-one correspondence between open eyes and wakeful brains. Can humans sleep like this? Unfortunately not, although Rattenborg says that some sleep disorders, like sleepwalking, may have their roots in unihemispheric sleep.

What can we do with old toothbrushes?

For only $17.50 a year, a Massachusetts company will send you a new toothbrush every three months with a prepaid mailer to return your worn-out brush - which then gets recycled.

"Used toothbrushes clog up U.S. landfills with a mind-boggling 50 million pounds of waste each year," said ***Katie LeBel***, spokwoman for Recycline, Inc.

Recycline's Preserve toothbrush, designed for maximum effectiveness, was developed with the help of dentists and comes in eight colors and soft, medium and firm textures.

The American Dental Association recommends replacing your toothbrush at least four times a year. Not only do they lose their effectiveness, they also build up bacteria. But the average American replaces a toothbrush only two times a year.

"Used toothbrushes make an excellent source material for recycled plastic lumber which is great for outdoor products such as park benches and porch decks," said company president ***Eric Hudson***.

You can sign up for the program by calling 888-354-7296 or going to www. recycline.com on the Web.

How can we kill toxins in the drinking water?

Scientists at Robert Gordon University in Aberdeen, Scotland, have a new weapon against microsystins - potentially deadly toxins that are sometimes found in drinking water. When they lined a water tank with a thin film of titanium dioxide, filled the tank with water, and then exposed it to ultraviolet light, a chemical reaction caused the toxins in the water to break down. To make such an approach more economical, researchers are now hoping to rejigger the film so that it responds to natural sunlight.

How can we control demonstrators without injury?

Swiss police clamped a cordon around the Jan. 25-30 World Economic Forum at Davos last year, blocking the usual gnarl of demonstrators from getting anywhere near the event. The confab was a hand-wringing affair. CEOs, politicians, and other world leaders debated and pondered the very repercussions of global capitalism that protesters at previous meetings such as Seattle had brought to world attention.

In erecting their fortress of barbed wire, steel fences, and roadblocks to keep the demonstrators at bay - if not the issues they raised - Switzerland's security forces had one forceful weapon in reserve: liquid manure. Seems the police had loaded their water cannons with cow dung, which is normally sprayed on fields as fertilizer.

Squirting the demonstrators with manure would be a last resort, the police had said. So while the protests grew violent in nearby Swiss cities, the Davos police never put their secret weapon to use. Asked about it, one heavily armed policewoman in Davos smiled brightly and remarked: "At least it's organic."

Kids Ask the Hardest Questions

by Thomas E. Ollerman, Ph.D.

Do fish sweat?

Not, in the usual sense. The idea behind sweating is that water collects on your skin, and when the wind comes along it turns the water to vapor and carries it away. The vapor takes with it some of the heat from your body. Result: You cool off. But since there's no wind underwater, it wouldn't do fish any good to sweat. So they don't.

Some fish do something like sweating, though. When we sweat, in addition to water we lose salt. Saltwater fish have to unload a lot of salt, too, because they pick up so much from the water around them. Special "salt cells" help them to do this. The cells are near the fish's skin and put salt the fish doesn't need back in the water. So saltwater fish sort of sweat. But for the real thing you need land animals.

Will turkeys really look up in the sky when it rains and drown?

Turkeys are dumb, but they're not that dumb. Farmers think they are, though. In fact, some farmers swear the drowning-turkey story is true. But if you ask them if they actually stood out there in the rain and watched those poor birds die, they admit they didn't. They came out afterward, found a few dead turkeys, and jumped to conclusions.

The trouble with turkeys is that when they're very young (up to eight or nine weeks) they have down instead of feathers. The down doesn't hold their body heat in very well, and it's easy for them to become badly chilled if the weather turns cool. If they get caught in a sudden rainstorm, they can get so cold they die. It's sad. Instead of making fun of the turkeys, we should be buying them raincoats and galoshes.

If rabbits couldn't chew on things, would their teeth grow so long they couldn't eat and they would die?

Amazing but true. In humans and most other critters the teeth grow to a certain length and then stop. Not so with rabbits. Their teeth grow all the time. The only thing that keeps them from looking like bunny vampires is that their teeth rub against each other when they chew. This wears the teeth down to a normal length.

But sometimes rabbits get a bad case of underbite - reverse buck-teeth. Their teeth don't line up right, so they don't wear away and instead grow to unbelievable lengths. Since this prevents the rabbit from chewing, chances are it will starve unless someone - preferably a veterinarian - comes along and trims its teeth.

Is it true that it's impossible for bumblebees to fly?

Obviously they do fly, and there's nothing in the laws of aerodynamics that says they can't. But it's easy to see where the idea got started. Compared to its body, a bumblebee's wings are pretty small. An airplane built like that would never get off the ground.

But bumblebees aren't like airplanes, they're more like helicopters. The blades on a helicopter aren't very big either, but they do manage to get the helicopter into the air.

The difference between an airplane wing and a helicopter blade is that a helicopter blade moves through the air much faster. The higher the speed, the more the lift that is created.

A bumblebee's wings move, too - hundreds of times faster only don't move in quite the same way that a helicopter's blades move (they flap, rather than spin), but they create enough lift to get the bumblebee flying.

Point of View

From: Don Thoren

This story is unconfirmed as of yet. I would like to think that there is enough American spirit left in us all to respond as the upstanding American patriots here do.

How did Budweiser handle those who laughed at those who died on 11 Sept, 2001?

I thought you would like to know what happened in a town north of Bakersfield, California.

After you finish reading this, please forward this story onto others so that our nation and those around the world will know about those who laughed when they found out about the tragic events in New York, Pennsylvania and at the Pentagon.

September llth, a Budweiser employee was making a delivery to a convenience store in a town called McFarland (California). He knew of the tragedy that had occurred in New York. He entered a convenience store to find two Arabs whooping, hollering and really cheering it up. It was obvious they were elated with what had happened earlier in the day. The Budweiser employee went to his truck, called his boss and told him of the very upsetting event. He didn't feel he could be in that store with those horrible people.

His boss told him, "Do you think you could go in there long enough to pull every Budweiser product and item our beverage company sells there? We'll never deliver to them again."

The employee walked in, proceeded to pull every single product his beverage company provided and left with an incredible grin on his face. He told them never to bother calling for a delivery again.

Budweiser happens to be the beer of choice for that community. Just letting you all know how Kern County handles this situation!

Well, I need to add to this. Another reader in Nevada sent this. Fact is, I live not too far from McFarland here in Central California, and I heard about this at work the day after it happened. Seems a lot of people from work frequented the store in question. But it doesn't end there.

As Paul Harvey might say, here's the rest of the story.

Seems the Budweiser driver had friends. In particular, the Pepsi route driver. The Bud driver called his Pepsi friend from his cell phone while he was still at the store and told him what happened. Seems the Pepsi driver called his boss, and received the identical orders the Bud driver did.

So, Pepsi went in and took out everything in the store under their corporate brand. And if you know PepsiCo (Pepsi, Frito Lay, etc.), that's damn near EVERYTHING. Last I heard, that store has no product, no customers (word spreads fast in these small towns, y'know) and no hope.

And I say good riddance to bad rubbish. I hope they enjoyed their cheers. It's the last they'll be doing in THIS country.

Pass this along. America needs to know that we're all working together. True Story by Harry Arbios.

The Most Important Lesson

From: Dan Kilde

It has been said that life is not measured in years, but in moments. The following story captures the spirit of this truth. While the author is unknown, I believe you will enjoy this message.

I had a very special teacher in high school many years ago whose husband died suddenly of a heart attack. About a week after his death, she shared some of her insight with a classroom of students.

As the late afternoon sunlight came streaming in through the classroom windows and the class was nearly over, she moved a few things aside on the edge of her desk and sat down there. With a gentle look of reflection on her face, she paused and said, "Before class is over. I would like to share with all of you a thought that is unrelated to class, but which I feel is very important."

"Each of us is put here on earth to learn, share, love, appreciate, and give of ourselves. None of us knows when this fantastic experience will end. It can be taken away at any moment. Perhaps this is the 'powers that be' telling us that we must make the most out of every single day'." Her eyes beginning to water, she continued, "So I would like all of you to make me a promise."

"From now on, on your way to school, or on your way home, find something beautiful to notice. It doesn't have to be something you see; it could be a scent, perhaps of freshly baked bread wafting out of someone's house, or it could be the sound of the breeze slightly rustling the leaves in the trees, or the way the morning light catches one autumn leaf as it falls gently to the ground. Please look for these things, and cherish them. For, although it may sound trite to some, these things are the 'stuff of life.' The little things we are put here on earth to enjoy. The things we often take for granted. We must make it important to notice them for at any time it can all be taken away." The class was completely quiet.

We all picked up our books and filed out of the room silently. That afternoon, I noticed more things on my way home from school than I had that whole semester.

Every once in a while, I think of that teacher and remember what an impression she made on all of us and I try to appreciate those things we sometimes overlook. Take notice of something special you see on your lunch hour today. Go barefoot. Or walk on the beach at sunset. Stop off on the way home tonight to get a double-dip ice cream cone. For as we get older, it is not the things we did that we often regret, but the things we didn't do.

Life is not measured by the number of breaths we take, but by the moments that take our breath away.

From the Institute for Collaborative Alliances
How to Build a Global Team

Adapted from Global Teams by Michael Marquardt and Lisa Horvath

If your company has workers who are spread around the planet, or is planning to send teams of employees out into new frontiers, then you will need a plan to make them productive parts of your organization while they grapple with new cultures, languages and time zones.

Successful globalization depends on teams that communicate and cooperate across incredibly diverse and different cultures while managing widely dispersed, and often fragmented, organizations. Distance, language and cultural barriers can often stymie success, leading to failure.

Marquardt, president of Global Learning Associates and an international speaker and consultant, and Horvath, assistant professor in Human and Organization Studies at George Washington University, have joined forces to give companies the tools they need to overcome the challenges of creating successful global teams, and reap the benefits of international business. Together, they look closely at the entire structure of global teams:

- the cornerstones, which include the power of global teams and the challenges they face;
- the bridges and boundaries including lessons in leadership team identity and building trust;
- the cultural and technological foundations, including the power of cultural diversity and the communications and support necessary to make global teams effective.

After the structure of global teams has been established, the authors demonstrate how businesses can harness cultural, interpersonal and technical expertise, and create measurements and feedback systems that will let you know if your teams are accomplishing desired objectives.

For future competitiveness, companies depend on global teams. According to the authors, a global team is "a group of people of different nationalities working together on a common project across cultures and time zones for extended periods of time." These teams have goals that will either serve a diverse array of customers, solve problems across multiple locations at the same time, or work to increase a company's service and income. These teams can work face-to-face or virtually, and usually have crucial missions to accomplish for their companies. Often, global teams are a company's link to future success.

FIVE MAJOR CHALLENGES

The authors write that five major challenges stand between global teams and their objectives. They are:

1. Managing cultural diversity, differences and conflicts.
2. Handling geographic distances, dispersion and despair.
3. Dealing with coordination and control issues.
4. Maintaining communication richness over distances.
5. Developing and maintaining teamness.

Failing to meet challenges can result in inefficiency, drained resources, frustration and failure. To rise above these challenges, teams must develop effective leadership, create a shared team vision and identity with distinct goals and boundaries, and build swift trust based on shared norms.

These remedies for the problems found with global teams can be developed, managed and sustained by laying an organizational foundation for the international work to be accomplished, made up of a global and cultural environment conducive to supporting differences, and a technological infrastructure that facilitates effective communication.

For international teams to succeed, leaders must motivate team members "to create a common goal that drives them from within." The appropriate style of the leader will depend on the team being led. Great leaders respond to the needs and the environment of the team with which they work. They must collect information about the outside influences affecting the team, including cultural differences, and keep the team aligned with the organization's strategy and operations. Learning from other teams through networking will allow leaders to do this, along with helping members make sense of the information gathered.

Web Sites on Global Teams

In Global Teams, authors Michael J. Marquardt and Lisa Horvath offer Web sites on the topic of global teams: Here is a sample:

- *www.teamtechnology,co.uk/tt/index.html* information on team building and links to related sites.
- *http://COREROl.COM/publica.htm* information on team-building - related links.
- *www.workteams.unt.edu* Center for the Study of Work Teams; comprehensive site with links, research, articles, and a newsletter.
- *www.tms.com.au/welcome.html* Team Management Systems; comprehensive site with

Animal Whys?

by Jocelyn Little

To produce just one pound of honey, a bee collects nectar from 2 million flowers.

The capercaillie is a large turkeylike fowl of Europe. When the males are displaying, they begin with a rattling cry, quickly followed by the pop and gurgle of a bottle being opened and poured, and their performance ends with loud crashing noises. They are so enraptured with their performance that they are oblivious, and can be approached and caught by hand.

The only noise produced by the olivaceous cormorant is a pig-like grunt.

David McKelvey had an Indian shama thrush, one of the birds reputed to be the world's best mimics. Named Sam, this thrush could imitate thirty-three species of birds, two mammals, and two amphibians. One of his favorite tricks was to wait in a tree until a jungle fowl happened by, scratching for worms. If the fowl found a worm, Sam would screech like a chicken hawk, sending the fowl scurrying. Then Sam would fly down and eat the worm with satisfaction,

The spotted honeyguide, which is related to the bird that leads humans to beehives, mews like a small kitten.

Barnacle geese were once thought to be born inside barnacles. Their call sounds like the yapping of a small terrier.

Children's Memos to God

From: Robert and Lisa Allender

Dear God:
Please put another holiday between Christmas and Easter. There is nothing good in there now. Ginny
Thank you for the baby brother but what I asked for was a puppy. I never asked for anything before. You can look it up. Joyce
I wish you would not make it so easy for people to come apart. I had to have 3 stitches and a shot. Janet
If we come back as something, please don't let me be Jennifer Horton - because I hate her. Denise
It rained for our whole vacation and is my father mad! He said some things about you that people are not supposed to say, but I hope you will not hurt him anyway. Your friend (I am not going to tell you who I am).
I read the bible. What does begat mean? Nobody will tell me. Love, Alison
How did you know you were God? Charlene
Is it true my father won't get in Heaven if he uses his bowling words in the house? Anita
I bet it's very hard for you to love all of everybody in the whole world. There are only 4 people in our family and I can never do it. Nan
Did you really mean Do Unto Others As They Do Unto You, because if you did then I'm going to fix my brother. Darla
I like the story about Chanuka the best of all of them. You really made up some good ones. Glenn
My Grandpa says you were around when he was a little boy. How far back do you go? Love, Dennis
Who draws the lines around the countries? Nan
It's o.k. that you made different religions but don't you get mixed up sometimes? Arnold
Did you mean for giraffe to look like that or was it an accident? Norma
In bible times did they really talk that fancy? Jennifer
What does it mean you are a jealous God? I thought you had everything. Jane
How come you did all those miracles in the old days and don't do any now? Seymour
Please send Dennis Clark to a different camp this year. Peter
Maybe Cain and Abel would not kill each other so much if they had their own rooms. It works with my brother. Larry
I keep waiting for spring but it never did come yet. Don't forget. Mark
Dear God, You don't have to worry about me. I always look both ways. Dean
My brother told me about being born but it doesn't sound right. Marsha
If you watch in Church on Sunday I will show you my new shoes. Mickey D.
Is Reverend Coe a friend of yours, or do you just know him through business? Donny
In Sunday School they told us what you do. Who does it when you are on Vacation? Jane
We read Thomas Edison made light. But in Sunday School they said
you did it. So I bet he stoled your idea. Sincerely, Carly
I do not think anybody could be a better God. Well, I just want you to know but I am not just saying that because you are God. Charles
It is great the way you always get the Stars in the right places. Jeff
I am doing the best I can. Frank
I didn't think orange went with purple until I saw the sunset you made on Tuesday. That was Cool. Eugene

Thought to Ponder…

Amusement is the happiness of those who cannot think. - Alexander Pope

Executive Trivia Answer…

B.F. Goodrich Company.