

The Art Kleiner Archive: A Descriptive Catalogue

Compiled by Jamie Stokes
Edited by Alan McKechnie

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The Art Kleiner Archive Catalogue describes the contents of a collection of letters, reports and other documents which was donated by renowned author, journalist, and editorial consultant Art Kleiner, to Green Templeton College, and deposited in the Oxford Futures Library at Egrove Park, University of Oxford.

The collection consists of original publications and correspondence between prominent scenario planners as well as annotated drafts of Kleiner's work, amassed by Kleiner in the writing of *The Age of Heretics* (Doubleday/Nicholas Brealey, 1996), and *The Fifth Discipline Fieldbook* (Doubleday/Nicholas Brealey, 1994) which Kleiner developed with Peter Senge and others. Many of the items within this collection directly reference Pierre Wack, Shell and scenario planning, and as such, provide a valuable complement to the Boucher Futures Research Library and Pierre Wack Memorial Library.

Kleiner's other distinguished publications include *Who Really Matters: The Core Group Theory of Power, Privilege, and Success* (Doubleday/Nicholas Brealey, 2003), *The Dance of Change* (Doubleday, 1999) and *Schools that Learn* (Doubleday, 2000). Since 2005 Kleiner served as the Editor-in-Chief of *strategy+business* magazine, to which he also contributes regular columns.

Green Templeton College and the Saïd Business School are grateful for the generous donation of this distinct archive.

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Box 1:1 - 1:5

- [1] *Alternative Views of the Future: A Conference Sponsored by the U.S. Association for the Club of Rome, Friday, June 3, 1977, New Lecture Hall, The American University, Washington, DC, Conference Document: The Limits to Growth, "The First Report to the Club of Rome's Project on the Predicament of Mankind" (Washington, DC: U.S. Association for the Club of Rome, June 3, 1977). 8 pp. Photocopy.* Box No. 1:1, Folder No. 1.
A report, presumably read at the Alternative Views of the Future conference, on the 1972 book *The Limits to Growth*, with particular focus on the controversy surrounding this publication.
- [2] *Robinson, Arthur L., "Conditional Optimism about the World Situation", and Schoff, Thomas J. M., "Oceans of the Geological Past", Science, Vol. 187, (Washington, DC, March 28, 1975), pp. 1188-1190. Photocopy.* Box No. 1:1, Folder No. 1.
Both articles are in the "Book Review" section of *Science*. "Conditional Optimism about the World Situation" is a review of *Mankind at the Turning Point, The Second Report to the Club of Rome*. "Oceans of the Geological Past" is a review of *Studies in Paleo-Oceanography*.
- [3] *Harman, Willis W. and Rosenberg, Mae E., The Most Critical Problems Facing American Education Today (Stanford Research Institute, Menlo Park, CA: Educational Policy Research Center, January 20, 1971). 16 pp.* Box No. 1:1, Folder No. 1.
A report outlining the problems in the American educational system, which the authors argue are strongly connected to societal problems and social change, with consequences and solutions explored.
- [4] *Ad Hoc Interagency Futures Research Committee, Preliminary Outline of Methodological Procedure for Values Group Presentation (February 17, 1972). 21 pp. Photocopy, annotated throughout .* Box No. 1:1, Folder No. 1.
Appears to be an assortment of diagrams and notes (typed and handwritten) put together and numbered for the purpose of a presentation.
- [5] *[Brand, Stewart?], GBN Book Club: Intellectual tools for the years ahead, Vol. 6, No. 2, ([CA?] GBN Book Club, March 1993). Card cover. 4 pp.* Box No. 1:1, Folder No. 1.
A review of two books appearing in a Global Business Network supplement, *The New Century: Quest for the High Road: The Mont Fleur Scenarios*, a study of South African global scenarios relating to apartheid by Clem Sunter, inspired by Pierre Wack, and *TRIBES: How Race, Religion and Identity Determine Success in the New Global Economy*, an exploration of the global success of a variety of cultures which also offers methods for other cultures to find the same success.
- [6] *The Mont Fleur Scenarios: What will South Africa be like in the year 2002?, The Weekly Mail & The Guardian Weekly, (n.d. [March 1993?]). Saddle stitched. 16 pp. A supplement to The Weekly Mail. Two copies, one with GBN Book Club sticker wrapped around the*

spine, both enclosed within GBN Book Club, (1.1:1:5). Box No. 1:1, Folder No. 1.

A variety of articles by a variety of authors exploring scenario planning in relation to the future of South Africa.

- [7] *Foresight Update (Palo Alto, CA: Foresight Institute, No. 15, March 15, 1993). Saddle stitched. 16 pp. Includes a GBN Book Club sticker wrapped around the spine. Enclosed within GBN Book Club.(1.1:1:5). Box No. 1:1, Folder No. 1.*

A variety of articles by a variety of authors mostly exploring nanotechnology and the future, with a particular focus on an interview with Al Gore on this subject.

- [8] *Parker, Edouard and Newland, Ted, "Book Proposal: The High Road, Doubleday Book Proposal, Draft 1" (July 30, 1991). 31 pp. Art Kleiner's name appears in the header. Box No. 1:1, Folder No. 1.*

The first draft of a proposal for The High Road, a book by Edouard Parker and Ted Newland arguing the case for adopting more scenario planning strategies to avoid 'Colombianization'. It's unclear whether Art Kleiner wrote the proposal on behalf of the authors, or if he was involved in another way.

- [9] *Parker, Edouard and Newland, Ted, "Book Proposal: The High Road, Doubleday Book Proposal, Draft 2" (August 14, 1991). 41 pp + note. Annotated throughout. Art Kleiner's name appears in the footer throughout this document. Box No. 1:1, Folder No. 1.*

The second draft of a proposal for The High Road, a book by Edouard Parker and Ted Newland arguing the case for adopting more scenario planning strategies to avoid 'Colombianization'. It's unclear whether Art Kleiner wrote the proposal on behalf of the authors, or if he was involved in another way.

- [10] *Black and white photograph of Art Kleiner, n.d. Box No. 1:1, Folder No. 1.*

There is no further information about this item.

- [11] *Markley, O. W., "Explaining and Implementing Futures Research: Part I—A Developmental Perspective" and "Explaining and Implementing Futures Research: Part II—More Architectures for Anticipatory Management", in Didsbury, Howard F., Jr. (ed.), The Future: Opportunity Not Destiny, A book of readings for the World Future Society's Sixth General Assembly, "Future View: The 1990's and Beyond", Washington D.C., July 16-20, 1989 (Bethesda, MD: World Future Society, n.d. [1989?]) pp. 183-213. Photocopy. Includes cover page with book title, editor, and publishing information. Box No. 1:1, Folder No. 1.*

Two book chapters from The Future: Opportunity Not Destiny, edited by Howard F. Didsbury, Jr. on futures research. The first explores the question "What are the major problems faced by practitioners of the professional futures field?" by addressing two concerns: "1. How to explain the futures field to those who are unfamiliar with its unique outlook, assumptions and methods—debunking preconceived notions and

setting realistic expectations for what it entails; and 2. How to achieve successful implementation of forecasts and other futures research results, especially in organizational cultures in which decision-making based on credible foresight is not readily supported.” The second chapter aims “to convey several process ”architectures” which are especially appropriate for anticipating and detecting what was defined in Part I as “Type IV” (high turbulence) environments, a hitherto left out aspect of most issues management methodologies”.

- [12] *Wakefield, Dick, Memorandum to the Ad Hoc Interagency Committee on Futures Research (September 10, 1972). 4 pp.* Box No. 1:1, Folder No. 1.

Memo about an upcoming meeting regarding a ‘Project 2000’ and scenario planning. Also includes a “Preliminary list of factors involved in Delphi on the future of U.S. Government” (p. 2), “Base Condition Descriptors (Exhaustive?)” (p. 3) and “Major Alternative Scenarios – Models Generally Developed” (p. 4).

- [13] *Cornish, Edward (ed.) The Great Transformation: Alternative Futures for Global Society: Selections, The Futurist (Bethesda, MD: World Future Society, n.d. [1984?]). pp. 7-16, 18-20. Photocopy. Three cover pages. Includes Harman, Willis W, “The Coming Transformation”. Box No. 1:1, Folder No. 1.*

Extracts from two issues of The Futurist, collected in this volume by Edward Cornish: February 1977, with a particular focus on Willis W. Harman, and April 1977, consisting of “The Coming Transformation”, an article by Willis W. Harman.

- [14] *Gibson, Weldon B., SRI: The Founding Years: A Significant Step at the Golden Time (Los Altos, CA: Publishing Services Centre, 1980). pp. 5-15, 95-97, 96-108, 169-190, 192-199, 208. Photocopy. Box No. 1:1, Folder No. 1.*

Several chapters from this book about the founding and early days of the Stanford Research Institute: “An Early Vision”, “The First Year”, “A Stanford Motivation”, “An Exciting Time” and “Epilogue”.

- [15] *Gibson, Weldon B., Structure of the Private Enterprise System, Prepared for the White House Conference on the Industrial World Ahead, Washington, D.C., February 7-9, 1972 (Menlo Park, CA: Stanford Research Institute, November-December, 1971). 35 pp. Photocopy. Box No. 1:1, Folder No. 1.*

A paper ‘on the major trends and issues affecting the likely structure of the private enterprise system’.

- [16] *Michael, Donald N., “Technology and the Management of Change from the Perspective of a Culture Context”, Technological Forecasting and Social Changes, No. 5, 1973 (American Elsevier Publishing Company, Inc., 1973). pp.219-232. Photocopy. Box No. 1:1, Folder No. 2.*

Originally an address to the Second International Conference on Problems of Modernization in Asia and the Pacific sponsored by the Center for Cultural and Technical Interchange between East and West, August 13, 1970, Honolulu, Hawaii. An examination of the place of technology

in the management of change and the need to develop social theory and technologies in this area due to the 'inevitability of social turbulence in the next couple of decades'.

- [17] Wren, Christopher S., 'A Nation Saved: How Mandela and de Klerk, who didn't much like each other, joined to rescue South Africa', a review of *Anatomy of a Miracle: The End of Apartheid and the Birth of the New South Africa* by Waldmeir, Patti, and Sullivan, Mary Ellen, a review of *The Calling of Katie Makanya: A Memoir of South Africa* by McCord, Margaret, in *The New York Times Book Review* (New York, NY, April 6, 1997). pp. 18-19 + 20. Box No. 1:1, Folder No. 2.

Two book reviews in *The New York Times Book Review*, one by Christopher S. Wren on Patti Waldmeir's *Anatomy of a Miracle* and one by Mary Ellen Sullivan on *The Calling of Katie Makanya* by Margaret McCord.

- [18] No author [Kahn, Herman?], "The Changing Nature of Capitalism", "The Changing Critique of Capitalism" and "Three examples of Non-Capitalist Society", unknown book (n.d.). 6 pp. Photocopy. Box No. 1:1, Folder No. 2.

These loose sheets appear to be pages from a Hudson Institute document (see items 14/7 and 14/8) exploring the future of capitalism. Short of the section titles there is no bibliographic information, and due to the quality of the photocopy the header and page numbers are not always clear. However by examining the pages on either side it is possible to determine the correct order.

- [19] No author [Kahn, Herman?], *The Hudson Institute: Managing its Future* ([Washington, DC?]: J. R. Taft Corporation, October 21, 1974). 25 pp. + photocopied letter from Stern, Walter P. to Rugles, Rudy with minor photocopied annotations + 'Major Sponsors of Rand Research', pg. 39 of another document. Photocopy. Annotations throughout. Box No. 1:1, Folder No. 2.

A summary document which applies scenario planning to discuss the future of the Hudson Institute, an institute which itself develops scenarios for use in many areas. Stapled to the front is a letter from Walter P. Stern which makes reference to the document and also to a second sheet stapled to the document, "a listing of the major sponsors of Rand Research as of June 30, 1974".

- [20] Kahn, Herman, *On Studying the Future* (Indianapolis, IN: Hudson Institute, Inc., June, 1975). pp. ii + 38. Photocopy. Box No. 1:1, Folder No. 2.

A paper which was due to appear as a chapter in *Handbook of Political Science* (Addison-Wesley Publishing Company), which is an examination of futurology and methods of forecasting.

- [21] Kahn, Herman, "Looking ahead to the super-industrial society", *The Detroit News* (Detroit, MI, November 25, 1973). 5 pp. Photocopy. Box No. 1:1, Folder No. 2.

A newspaper article which speculates on the shape of the world over the next 100 years.

- [22] *Kahn, Herman, The Anti-Growth Triad, "Forum Presentation at Brigham Young University: April 4, 1978" + two letters between Pritchard, Maureen and Webb, L. Robert + one letter from Pritchard, Maureen to Zimmerman, William E. 4 pp. Photocopy. Box No. 1:1, Folder No. 2.*
Summary of a presentation presumably given by Herman Kahn in 1978 at Brigham Young University about the "Anti-Growth Triad", three classes opposed to "economic growth in particular and our modern technological society in general: the "radical" rich, the leisure class, and the neo-liberal "New Class"." Attached are a letter from L. Robert Webb of Forum Assemblies to Maureen Pritchard, Secretary to Herman Kahn and a reply, regarding Kahn's upcoming presentation, and a letter from Maureen Pritchard to William E. Zimmerman, Editor of American Banker, regarding payment for an upcoming article of Kahn's, "Indexing: A Prescription for Financial Recovery" to appear in American Banker.
- [23] *Kahn, Herman, "Indexing: A Prescription for Financial Recovery" (New York, NY, September 30, 1982). 10 pp. Typed. Published Kahn, Herman, "Indexing of Principal: A Road Toward Recovery", American Banker (October 17, 1982). Box No. 1:1, Folder No. 2.*
An article which appeared in American Banker on October 17, 1982, exploring a lack of public confidence in American currency and the future of interest rates following recent inflation, and proposing that the government "indexes the principal ... rather than the interest" as a "quick fix" to aid economic recovery.
- [24] *Samuelson, Robert J., "Requiem for the Typewriter" Newsweek, (July 17, 1995). pg. 43. Photocopy. Box No. 1:1, Folder No. 2.*
An article in Newsweek which serves as an obituary for the typewriter after the bankruptcy of Smith Corona, an American manufacturer of typewriters.
- [25] *No author [Kahn, Herman?], "The Great Transition". 1 pg. Photocopy. Box No. 1:1, Folder No. 2.*
A photocopy from an unknown book which shows a chart for "An Optimistic & Progress Oriented (But Realistic) Perspective on the Past, Present, & Future" along with a chronology to explore this chart starting "Pre 1775" and ending "Post 2175" used to illustrate, among other things, a "gap in operation", the "transition point for rate of population growth" between 1875 and 2025.
- [26] *No author, "Most Admired Man". 1 pg. Photocopy. Box No. 1:1, Folder No. 2.*
A photocopy from an unknown book which shows the results of a Gallup Poll for the top ten in the "Most Admired Man" category between 1955 and 1974. Billy Graham appears in each entry and his name has been underlined before photocopying. George Wallace appears 1967-1969 and 1971-1974, and his name has been underlined where it appears with a dotted line before photocopying.
- [27] *No author [Kahn, Herman?], "Report to the Mitre Corporation"*

(White Plains, NY: Hudson Institute, October 31, 1961). 8 pp. Box No. 1:1, Folder No. 2.

A report in synopsis form produced as a requirement of a subcontract from the Mitre Corporation tasking the Hudson Institute to “provide a preliminary survey” regarding “political factors affecting command and control requirements in relation to possible future conflicts in which the United States may be involved”. The report is structured under three headings: “Scenario Program”, “Theory of Command and Control Systems” and “Specific Systems”.

- [28] *No author, “Congressional Record – House: More Squandermania” (March 27, 1963).* Box No. 1:1, Folder No. 2.

A transcript of an address to the U.S. House of Representatives on March 27, 1968, by Rep. H. R. Gross, (r) Iowa, Third District, which attacks the Hudson Institute and Herman Kahn and calls on congress to stop funding “useless think factories”.

- [29] *“Inter-Office Memo of the Hudson Institute” from R. D. Gastil to Max Singer, subject: GAO Report (April 23, 1968).* 10 pp. Type-written. Box No. 1:1, Folder No. 2.

A memo which evaluates criticism of Hudson Institute reports “made by individuals in the Office of Civil Defense (OCD) as quoted—and implicitly endorsed—by the General Accounting Office (GAO) Report.”

- [30] *Kahn, Herman and Schneider, Ernest, 1965-1975: A Decade of Social Malaise and Educated Incapacity (Croton-on-Hudson, NY: Hudson Institute, n.d.). pp. i-ii, iv-vi, 1a-1c, 3a, 4a-4b, 5a-8a, 12a, 13a-15b. Photocopy. Annotations throughout.* Box No. 1:1, Folder No. 2.

Sections from a Hudson Institute document looking at society between 1965-1975, using ““Social Malaise” as a useful metaphor or analogue for the state of society“. Section chapters included in part or full are: from part 1, “The U.S. Political-Cultural Context“, “Loss of Confidence During the Last Decade“, “The High Culture“, “An Emerging “New Class”“, “Changing Values“, “Educated Incapacity“, “The Anti-Growth Syndrome“; from part 2, “Performance“, “The U.S. Economy“, “Some Welfare Issues“, “New York City Crisis“, “Other Governmental Bureaucracies and Priorities“; from part 3, “Prognosis“, “Which Way the U.S.?”.

- [31] *No author [Kahn, Herman?], One Synoptic Context (And Summary) For Discussing the '70's and '80's (Croton-on-Hudson, NY: Hudson Institute, n.d. [February, 1971?]). iv + 14 pp.* Box No. 1:1, Folder No. 2.

A booklet which “sets forth in synoptic or outline form a context for Hudson Institute’s Study Program on Policy Issues of the 1970’s and the 1980’s”. The date on the footer of p. 14 suggests that the document was published in February, 1971.

- [32] *No author, “Possible Blocks to Revitalization Include:” “Feared Damage from Recession and High Value of U.S. Dollar” and “Elements of a U.S. Economic Revitalization Could Include:”, from*

- an unknown document. 1 pg. Photocopy. Box No. 1:1, Folder No. 2.*
Appears to be two copies of a page from a Hudson Institute document regarding the U.S. economy.
- [33] *No author. "Herman Khan Notes" 5 pp. Photocopy. Annotated throughout. Box No. 1:1, Folder No. 2.*
Five pages of handwritten notes by an unknown author, presumably Art Kleiner, relating to Herman Kahn.
- [34] *Kleiner, Art, "Art Kleiner to Leon Sullivan: 7/5/95- Millenarians" [draft], The Age of Heretics. pp. 2, 5-6, 11, 13, 15 and unknown p. of part of a draft of. Photocopy. Annotations throughout. Box No. 1:1, Folder No. 2.*
Part of a draft of "Millenarians", a chapter from Art Kleiner's *The Age of Heretics* which examines the Hudson Institute and Herman Kahn, sent to Leon Sullivan. Handwritten notes [from Sullivan?] offer suggestions for edits.
- [35] *Koren, Ed, Introducing Superkahn, Government Contractor. 8 pp. Photocopy. Box No. 1:1, Folder No. 2.*
A series of satirical comic strips depicting Herman Kahn as "Superkahn", "the only super hero under contract to the U.S. Government to solve the complex range of political, social, diplomatic, economic and military problems exclusively by FORCE."
- [36] *Pickett, Neil, A History of the Hudson Institute (Indianapolis, IN: Hudson Institute, 1992). Saddle stitched. 36 pp. Box No. 1:1, Folder No. 2.*
This booklet is a history of the Hudson Institute, 1961-1992.
- [37] *Forrester, Jaw W., "Moving into the 21st Century: Dilemmas and Strategies for American Higher Education", Liberal Education (Vol. LXII, No. 2, May 1976). Saddle stitched. pp. 158-176. Box No. 1:1, Folder No. 2.*
An article from *Liberal Education* about managing the future of American higher education.
- [38] *No author, A list of reviews and critical items relating to The Limits to Growth. 5 pp. Photocopy.. Box No. 1:2, Folder No. 1.*
A list of reviews and other critical items related to *The Limits to Growth* organised under the following headings: "Signed Columns", "Letters to the Editor", "Signed Commentaries", "Signed Columns", "Magazine Articles", "Book Reviews", "Television and Radio Coverage", "Magazine Articles", "Other News Coverage" and "Television and Radio Coverage". Information includes, where available, "Date", "Newspaper/Title", "Author/Source" and "Title/Section (if any)/Author". Some of the other documents in this folder appear on this list.
- [39] *Loudon, Wainwright, "Won't anybody hear the awful truth?", Life (January 28, 1972). pp. 1. pp. 28. Photocopy. Annotated throughout. Box No. 1:2, Folder No. 1.*
An article in *Life* magazine's "The View from Here" feature, reviewing *The Limits to Growth*.

- [40] *No author, "Scientists plumb the unknowable future", Chemical & Engineering News, (January 10, 1972). pp. 27-28. Photocopy. Box No. 1:2, Folder No. 1.*
An article in the "Science & Society" section of C&EN which explores the issues raised by the Club of Rome, and by extension The Limits to Growth.
- [41] *Pestel, Eduard, letter to Lesh, Donald R. (January 21, 1972). 1 pg. Photocopy. Box No. 1:2, Folder No. 1.*
A letter from Professor Eduard Pestel to Donald R. Lesh, requesting that Lesh insert a paragraph regarding an upcoming report by Pestel into the manuscript for The Limits to Growth before it is published.
- [42] *Lesh, Donald R., letter to Pestel, Eduard (January 25, 1972). 1 pg. Photocopy. Box No. 1:2, Folder No. 1.*
A letter from Donald R. Lesh to Professor Eduard Pestel, thanking him for information sent regarding an upcoming paper of Pestel's, and regretfully informing Pestel that due to time constraints there is no possibility of adding anything to The Limits to Growth before it is published.
- [43] *No author, "The Worst Is Yet to Be?", Time (January 24, 1972) and Brunette, Tom "Urgent message", a letter to the editor of The Eagle. 2 pp. Photocopy. Box No. 1:2, Folder No. 1.*
An article in the "Environment" section of Time which explores the issues raised by the Club of Rome, and by extension The Limits to Growth and a letter to the editor of The Eagle urging readers to read an earlier article on the same subject in the 24 January, 1972 edition of Time.
- [44] *Lewis, Anthony, "To Grow and to Die", The New York Times (New York, NY, January 29, 1972) and Lewis, Anthony, "To Grow and to Die: II", The New York Times (New York, NY, January 31, 1972). 1 pg. Photocopy. Box No. 1:2, Folder No. 1.*
Two articles which explores the issues raised by the Club of Rome, and by extension The Limits to Growth.
- [45] *Oancia, David, "Will mankind end up on garbage heap?", Montreal Star (January 21, 1972). 2 pp. Photocopy. Box No. 1:2, Folder No. 1.*
An article which explores the issues raised by the Club of Rome, and by extension The Limits to Growth.
- [46] *Oancia, David, "Fossil fuel use nears turning point", Montreal Star (February 1, 1972). 3 pp. Photocopy. Box No. 1:2, Folder No. 1.*
An article which explores the issues raised by the Club of Rome, and by extension The Limits to Growth. p. 1 features the first page of the article under the heading "Fossil fuel use nears turning point" and the second page of the article under the heading "Natural gas running out in U.S.". p. 2 features "Fig. 1", "Fig. 2" and the second page of the article again. p. 3 features the final page of the article.

- [47] *Oancia, David, "It must be our funeral, we're digging", Montreal Star (February 2, 1972). 3 pp. Photocopy. Box No. 1:2, Folder No. 1.*
An article which explores the issues raised by the Club of Rome, and by extension The Limits to Growth. p. 1 features the first page of the article under the heading "It must be our funeral, we're digging", although the final column and some of the penultimate column have been cut off. p. 2 features the first page of the article again in its entirety. p. 3 features the final page of the article.
- [48] *Roberts, Jack, "Growth, the latest and greatest scare", The Miami News (Miami, FL, February 4, 1972). 1 pg. Photocopy. Box No. 1:2, Folder No. 1.*
An article which explores the issues raised by the Club of Rome, and by extension The Limits to Growth.
- [49] *Lewis, Anthony, "To Grow and to Die: III", The New York Times, (New York, NY, February 5, 1972) and a [fax?] from Lesh, Donald R. of Potomac Associates, Inc., to Ehrlich, Paul. 1 pg. Photocopy. Box No. 1:2, Folder No. 1.*
An article which explores the issues raised by the Club of Rome, and by extension The Limits to Growth and a letter from Donald R. Lesh to Dr. Paul Ehrlich thanking him for "the brief comment on The Limits to Growth" which highlights a particular quote of Lesh's with the aim to include it on the dust jacket of The Limits to Growth.
- [50] *Cebelius, Arthur E., Patrick, Ann S., Taylor, William R., Granoff, Elizabeth, Zoller, Susan Supple, Woolverton, Ed, "The Pain of Zero" from the "Letters" section of Time (February 14, 1972). 1 pg. Photocopy. Box No. 1:2, Folder No. 1.*
Letters to the editor of Time about an article on The Limits to Growth.
- [52] *Reinhold, Robert, "No-Growth Debate: MIT Study Says Man Has 100 Years To Balance Population, Industry", Palm Beach Post-Times, (February 27, 1972) and letter from Robinson, Bruce to Meadows, Dennis. Box No. 1:2, Folder No. 1.*
An article which serves as a preview to The Limits to Growth. Photocopied onto the same sheet is a letter from Bruce Robinson to Dennis Meadows informing him about the article.
- [53] *Trembley, F. J., "Poisoned Ecosphere Affects All", Sunday Call-Chronicle (Allentown, PA, February 27, 1972). 1 pg. Photocopy. The title has been crossed out and a new title, "The Ecosphere Is One" has been handwritten above it. Box No. 1:2, Folder No. 1.*
An article relating to the changing ecosphere over time and exploring the ecosphere's future.
- [54] *No author, "Creation Of Low-Keyed, Non-Growth World Urged In International Study", The New Haven Register (February 27, 1972). 1 pg. Photocopy. Box No. 1:2, Folder No. 1.*
An article which serves as a preview to The Limits to Growth.
- [55] *No author, "When to Start to Stop", Vectors, (n.d. [1972?]). 3 pp. Photocopy. Box No. 1:2, Folder No. 1.*

- An article in Vectors, "The Quarterly Newsletter of the Boston Industrial Mission" which responds to The Limits to Growth.
- [56] *No author, no title. pp. 6 of unknown publication which appears to be part of a review of The Limits to Growth. Box No. 1:2, Folder No. 1.*
Part of a review of The Limits to Growth.
- [57] *Sterling, Claire, "The fate of an unplanned world", The Financial Times (March 3, 1972). 1 pg. Photocopy. Box No. 1:2, Folder No. 1.*
An article in response to The Limits to Growth.
- [58] *Hornig, Roberta, "Conference on Growth: 'Doomsdayers' Get Respectable", The Sunday Star (Washington, DC, March 5, 1972) and no author, "Collapse of society predicted", Palo Alto Times (March 4, 1972). 1 pg. Photocopy. Box No. 1:2, Folder No. 1.*
An article in response to The Limits to Growth.
- [59] *No author, "A sober look at doomsday" (London: March 6, 1972), no author, "Society to Collapse in 100 Years Unless Growth Halted, Study Warns", [Gazette Press Services?] (n.d.) and Baker, Russell, "The Machine, the Doom and the Fool", The New York Times (New York, NY, March 6, 1972). 1 pg. Photocopy. Box No. 1:2, Folder No. 1.*
Three articles in response to The Limits to Growth.
- [60] *Sterling, Claire, "A Computer Study of the Earth's Interacting Forces", The Washington Post (Washington, DC, March 6, 1972). 1 pg. Photocopy. Box No. 1:2, Folder No. 1.*
An article sponsored by the Club of Rome supporting The Limits to Growth.
- [61] *Lewis, Flora, "World's resources vanishing rapidly", The Seattle Times (March 7, 1972) and Lewis, Anthony, "How Much Growth Can the Earth Take?", The News and Observer (March 6, 1972). 1 pg. Photocopy. Annotations throughout. Box No. 1:2, Folder No. 1.*
Two articles in response to The Limits to Growth.
- [62] *Chucker, Harold, "Light on the biggest problem", Star Tribune (March 7, 1972) and no author, "Land crisis won't sneak up on us", The Limits of Growth in Star Tribune (March 7, 1972). 1 pg. Photocopy. Box No. 1:2, Folder No. 1.*
An article in response to The Limits to Growth and a small extract from that book.
- [63] *Kriss, Ronald P., "When Growth Becomes Cancerous", Science (March 8, 1972). 1 pg. Photocopy. Box No. 1:2, Folder No. 1.*
An editorial in response to The Limits to Growth.
- [64] *Nagle, Richard T., "Population, ecology and politics", [Ag Chem?] (March, 1972) and no author, "How to Move a Government", The Times (March 8, 1972). 1 pg. Photocopy. Box No. 1:2, Folder No. 1.*
Two articles in response to The Limits to Growth.

- [65] *Udall, Stewart and Stansbury, Jeff*, “Slow Down – Or the Bubble Will Burst”, *Providence Journal* (March 10, 1972) and *Hodson, H. V.*, “Growth and Survival”, *The New York Times* (New York, NY, March 8, 1972). 1 pg. Photocopy. Box No. 1:2, Folder No. 1. Two articles in response to The Limits to Growth.
- [66] *No author*, “Economic growth versus human survival”, *Science News* (March 11, 1972). pp. 165-166. Photocopy. Box No. 1:2, Folder No. 1.
An article in response to The Limits to Growth.
- [67] *Udall, Stewart and Stansbury, Jeff*, “Industrial, Population Growth Threatens Doomsday”, *The Plain Dealer* (Cleveland, OH, March 12, 1972). 1 pg. Photocopy. Box No. 1:2, Folder No. 1.
An article in response to The Limits to Growth.
- [68] *McCracken, Kenneth*, “Scientific Scrapbook”, *Post-Bulletin* (Rochester, MN, March 13, 1972), *Bantoft, Anne*, *Arthurs, C. W.*, and *Goldfarh, B. M.*, “A view from the Sixth. . .”, three letters to the editor of *The Guardian* (March 14, 1972) and *Eley, A. S.*, “Bleak outlook?” a letter to the editor of *The Guardian* (March 11, 1972) . 1 pg. Photocopy. Box No. 1:2, Folder No. 1.
An incomplete review of The Limits to Growth from the Post-Bulletin and four letters to the editor of The Guardian regarding The Limits to Growth, copied together onto one page.
- [69] *Winslow, Ward*, “A Growth Riddle: The water lily and the pond”, *Palo Alto Times* (March 13, 1972) p. 18. Photocopy. Box No. 1:2, Folder No. 1.
An article in response to The Limits to Growth.
- [70] *No author*, “To Grow or Not to Grow”, *Science* (March 13, 1972). 1 pg. Photocopy. Box No. 1:2, Folder No. 1.
An article which responds to The Limits to Growth in Science.
- [71] *No author*, “Economic Growth: Is it a plague or a blessing?”, *Electrical World*, Vol. 177, No. 6 (March 15, 1972) and *Lerner, Max*, “End of the World”, *New York Post* (March 8, 1972). 1 pg. Photocopy. Box No. 1:2, Folder No. 1.
Two articles which respond to The Limits to Growth.
- [72] *Mishan, E. J.*, “Growth and anti-growth”, *New Scientist* (March 16, 1972). pp. 578-579. Photocopy. Box No. 1:2, Folder No. 1.
A review of The Limits to Growth in the “Comment” section of New Scientist. Also includes “Royal Commission barks and bites” by Jon Tinker, though this is not relevant for this collection.
- [73] *Hardy, Rudolph W.*, “Some Thoughts on the ‘Predicaments of Mankind’”, *The Washington Post* (Washington, DC, 19 March, 1972) 1 pg. Photocopy. Includes two letters to *The Times* (21 March, 1972), *Tracy, S. [?]* and *Hare, J. Bruno*, “Population and ‘Limits of Growth’”. Box No. 1:2, Folder No. 1.
A letter to the editor of The Washington Post in rebuttal of criticism of The Limits to Growth, and two other letters to The Times, partly obscured.

- [74] *Edelson, Edward, "A Computer Views Our Future With Alarm", The Washington Post (Washington, DC, 26 March, 1972). 1 pg. Photocopy.* Box No. 1:2, Folder No. 1.
A review of *The Limits to Growth*.
- [75] *Goldsmith, Edward, "Editorial: Scientific myopia", The Ecologist, Vol. 2, No. 4 (April, 1972). 1 pg. Photocopy.* Box No. 1:2, Folder No. 1.
An editorial reviewing *The Limits to Growth* in *The Ecologist*.
- [76] *Nash, Hugh, "The Limits to Growth", Friends of the Earth [?] (April, 1972) 3 pp. Photocopy.* Box No. 1:2, Folder No. 1.
A review of *The Limits to Growth*.
- [77] *Bibler (sp?) Louis, A., "Telecaster's Review of Club of Rome's Study Criticized" ([publisher illegible], April 4, 1972) and "The Limits to Growth", a book review of The Limits to Growth (no bibliographic information). 1 pg. Photocopy.* Box No. 1:2, Folder No. 1.
A letter to the editor of an unknown publication in rebuttal of criticism of *The Limits to Growth*, and a review of *The Limits to Growth*, copied together onto one page.
- [78] *Gelbspan, Ross, "This story is about saving the world", The Village Voice, (New York, NY, April 6, 1972). 1 pg. Photocopy.* Box No. 1:2, Folder No. 1.
An article in *The Village Voice* which seems to respond to the issues raised in *The Limits to Growth*.
- [79] *Wood, John B., "Are we Doomed? Ask computer", Chicago Daily News (April 7, 1972). 1 pg. Photocopy.* Box No. 1:2, Folder No. 1.
Part of an article in the *Chicago News Daily* which responds to the issues raised in *The Limits to Growth*.
- [80] *Bell, Richard, "The collapsing world: Grounds for optimism", The Village Voice (New York, NY, April 13, 1972). 1 pg. Photocopy.* Box No. 1:2, Folder No. 1.
An article in *The Village Voice* which responds to *The Limits to Growth*. Due to the soiling, some of the text is illegible.
- [81] *Brown, Lester R., "Computer Printout on the Earth's Ecosystem", Saturday Review (April 22, 1972). pp. 65-70. Photocopy.* Box No. 1:2, Folder No. 1.
A review of *The Limits to Growth* in the "Book Review" section of *Saturday Review*.
- [82] *Boulding, Kenneth E., "Yes, the Wolf is Real", The New Republic (April 29, 1972). pp. 27-28. Photocopy.* Box No. 1:2, Folder No. 1.
A review of *The Limits to Growth* in *The New Republic*. Also includes "To The Rulers", a poem by Nemerov, Howard. Poor quality, is difficult to read in some places.
- [83] *Church, George J., "Can the World Survive Economic Growth?", Time (New York, NY, August 14, 1972) pp. 44-45. Photocopy.* Box No. 1:2, Folder No. 1.

- A "Time Essay" in Time reviewing The Limits to Growth.
- [84] *Hutchison, Bruce, "The Storming of the World", Macleans (September, 1972). pp. 27-31, 48 & 50. Photocopy. Annotated throughout. Box No. 1:2, Folder No. 1.*
An article which responds to Jay W. Forrester's book World Dynamics and by extension The Limits to Growth. Frequent references are made to Forrester's "heresy".
- [85] *Chase, Stuart, "the Club of Rome and its Computer", Connecticut Review (October, 1972). pp. 5-12. Photocopy. Box No. 1:2, Folder No. 1.*
This review of The Limits to Growth was written for a projected book of essays, published and unpublished.
- [86] *Hardin, Garrett, a review of The Limits to Growth by Meadows, Donella H., Meadows, Dennis L., Randers, Jorgen and Behrens III, William W. (unknown publication, n.d. [March 1972?]). 4 pp. Photocopy. Box No. 1:2, Folder No. 1.*
A review of The Limits to Growth from an unknown publication. The title of the reviewed book occasionally appears erroneously as The Limits of Growth throughout the review.
- [87] *Smith, Charles, "Thinking think-tank: Nakasone's proposed research institute irks some in government", Far Eastern Economic Review (January 21, 1988). 1 pg. Photocopy. Box No. 1:2, Folder No. 1.*
An article about the former Japanese prime minister Yasuhiro Nakasone "stirring up problems for his successor [Noboru Takeshita] by his ambitious plan to found a Peace Strategy Research Institute as Japan's answer to such famous Western think-tanks as London's International Institute for Strategic Studies or America's Rand Corp."
- [88] *Schrag, Peter, "What's Happened To the Brain Business?", Saturday Review (August 7, 1971). pp. 12-15, 39-40. Photocopy. Box No. 1:2, Folder No. 1.*
An article in which the author warns of the dangers of a "knowledge capital", which he argues would lead to inequality.
- [89] *Theobald, Robert, "The Future Isn't What It Used to Be", A speech prepared for delivery to the American Society of Newspaper Editors on April 15, 1971 in Washington, DC. 16 pp. Photocopy of typewritten speech. Annotated throughout. Box No. 1:2, Folder No. 1.*
A speech delivered to the American Society of Newspaper Editors about a particular perception of the future and, striving for this, how to edit newspapers in the most constructive way.
- [90] *No author, "The Magician and the Think Tank", Time (New York, NY, March 12, 1973). pp. 110-112. Photocopy. One paragraph has been highlighted. Box No. 1:2, Folder No. 1.*
An article in Time magazine about Stanford Research Institute and their testing of the magician Uri Geller – who claimed, amongst other things, to have telepathic and psychokinetic powers – for six weeks.

- [91] Markley, O. W., “Using Depth Intuition In Creative Problem Solving And Strategic Innovation”, *The Journal of Creative Behaviour*, Vol. 22, No. 2, (1988). pp. 85-100 + 5 pp. appendix. Photocopy. Box No. 1:2, Folder No. 1.
A long article describing four methods to be used in creative problem solving and strategic innovation.
- [92] Shear, Esther (transcriber), “Interview with Peter Schwartz, San Francisco, Summer 1990” (San Francisco, CA: August 2, 1991). 19 pp. Box No. 1:2, Folder No. 1.
Transcript of an interview of Peter Schwartz and Art Kleiner, in which they discuss “the Apple story”, global marketing, climate change and Ford, amongst other things. The interview seems to have been instigated by Kleiner whilst he was researching and writing *The Age of Heretics*.
- [93] Shear, Esther (transcriber), “Interview with Peter Schwartz, San Francisco, Summer 1990” (San Francisco, CA: August 2, 1991). 28 pp. Box No. 1:2, Folder No. 1.
Transcript of an interview of Peter Schwartz and Art Kleiner, in which they discuss “the Apple story”, global marketing, climate change and Ford, amongst other things. The interview seems to have been instigated by Kleiner whilst he was researching and writing *The Age of Heretics*. This is the same as the previous entry, except that due to different formatting it is longer, and there are more typing errors throughout.
- [94] Harman, Willis and Porter, Maya (eds.), “The New Business of Business, Draft, July 15, 1996 (85,000 words)” (*The World Business Academy, Ltd.*, 1997). iv + 217 pp. p. 163 is missing. Box No. 1:2, Folder No. 2.
A draft of a book edited by Willis Harman and Maya Porter, with chapters by a variety of writers demonstrating “a composite of perspectives” on business and the future.
- [95] No author, “November 8, 1972: Ad Hoc Committee on Futures Research: Roster: Project: Project 2000 Participants”. 11 pp. Box No. 1:2, Folder No. 2.
A list of participants in the Ad Hoc Committee on Futures Research, broken down into two sections: “I. Group Participants:” which is further broken down into “Population”, “Exogenous Factors”, “Energy/Resources”, “Communication/Education”, “Values”, “Structure of the Economy”, “Structure of the Society” and “Structure of Government” and “II. General Participants”. Each participant is broken down into “Name”, “Office Address”, “Home Address”, “Office Phone” and “Home Phone”.
- [96] Rheingold, Howard, *Apocalypitics, Whistle-Blowers, and Futurists: California’s Thinktanks, Draft* (CA: July 15, 1991). 16 pp. Box No. 1:2, Folder No. 2.
A draft of [an article?] by Howard Rheingold about think tanks in California and their use in thinking about the future.
- [97] Dede, Christopher, “Appendix A” (n.d.) and a letter from Coates, Joseph F. to Wakefield, Dick (November 8, 1972). 1 pg. cover letter + pp. 271-290. Annotated throughout. Box No. 1:2, Folder No. 2.

The appendix to Christopher J. Dede's dissertation, a "summary of long-range forecasts on American Society" and a letter from Joseph F. Coates, Program Manager of the Exploratory Research and Problem Assessment[,], Research Applications to Dick Wakefield at the National Institute of Mental Health, on a sheet headed "National Science Foundation, Washington, D.C. 20550" about the enclosed appendix.

- [98] *Willis, Harman W.*, "Key Choices of the Next Two Decades (An Exploration of the Future): An address given to the "White House Conference on the Industrial World Ahead: A Look at Business in 1990", (February 7-9, 1972), Revised Draft". Box No. 1:2, Folder No. 2.

A draft of an address given by Willis Harman, Director, Educational Policy Research Centre, Stanford Research Institute) which deals with the question: "Will the private-enterprise corporate business system have proven, by 1990, to have been inadequate to the challenges presented to it?"

- [99] *Kleiner, Art*, "Chapter 3: Millenarians", *Age of Heretics*, (July 5, 1992) pg. 36. Annotated throughout. Box No. 1:2, Folder No. 2.

A draft of a page from Art Kleiner's *The Age of Heretics* with feedback from Willis Harman regarding Emilia Rathbun.

- [100] *Meadows, Donella*, "The Global Citizen: Dear Folks..." (April 23, 1989). 6 pp. Box No. 1:3, Folder No. 1.

A weekly column by Donella Meadows known as "The Global Citizen" in which she observes world events from a systems science perspective. In this column Meadows discusses life on a farm in New Hampshire and her attendance at "the tenth annual conference of the World Media Association".

- [101] *Meadows, Donella*, "The Global Citizen: Dear Folks...", *Valley News* (May 20, 1989), "The Global Citizen: Filipinos' Reminder: Don't Lose Sight Of The Small Miracles", *Valley News* (April 29, 1989), "The Global Citizen: Fusion Energy Could be Cheap, Abundant And Disastrous", *Valley News* (May 6, 1989), "The Global Citizen: The Ben & Jerry's Example", *Valley News* (May 13, 1989) and "The Global Citizen: Misconceptions About Our Air", *Valley News* (May 20, 1989). 8 pp. Box No. 1:3, Folder No. 1.

Five issues of a weekly column by Donella Meadows known as "The Global Citizen" in which she observes world events from a systems science perspective. In these columns Meadows discusses, respectively, life on a farm in New Hampshire and her time "in West Germany, working with some members of the Balaton Group to plan a project on sustainable agriculture", life in the Philippines under the New Peoples Army, the discovery and possibilities of nuclear fusion, the management strategies of Ben & Jerry's, and misconceptions surrounding the ozone layer and its effect on climate change.

- [102] *Meadows, Donella*, "The Global Citizen: Environment: Think Process, Not Events", *Los Angeles Times* (December 31, 1989). 1 pg. Photocopy. Box No. 1:3, Folder No. 1.

A weekly column by Donella Meadows known as “The Global Citizen” in which she observes world events from a systems science perspective. In this issue Meadows discusses looking at the environment in terms of its “underlying processes” rather than events such as Chernobyl, the Exxon Valdez oil spill, etc.

- [103] *Meadows, Donella, “The Global Citizen: Dear Folks...”, Valley News (March 25, 1990). 8 pp. Box No. 1:3, Folder No. 1.*

A weekly column by Donella Meadows known as “The Global Citizen” in which she observes world events from a systems science perspective. In this column Meadows discusses her successful cancer treatment and cancer, illness and healing in general.

- [104] *Meadows, Donella, “Donella H. Meadows” [a biographical overview], “The Global Citizen: Easy Gestures Won’t Save The Planet”, Valley News (June 16, 1990) and “The Global Citizen: A Federal Farm Policy That Ends Our Chemical Dependence”, Valley News (June 9, 1990). 4 pp. Box No. 1:3, Folder No. 1.*

A biographical overview of Donella H. Meadows and two issues of her weekly column, “The Global Citizen” in which she observes world events from a systems science perspective. In these columns Meadows discusses, respectively, how only vast action can save “our civilization and the natural systems that support it”, and a [satirical?] hypothetical “1995 Farm Act” signed into law by “President Barbara Bush” which “ends our chemical dependence”.

- [105] *Meadows, Donella, “The Global Citizen: Dear Folks...”, Valley News (June 24, 1990), “The Global Citizen: A Statistical Look At The Global Village”, Valley News (June 2, 1990), “The Global Citizen: Lessons Drawn From the Valdez Oil Spill”, Valley News (April 7 1990), “The Global Citizen: The high cost of low costs”, The Berkshire Eagle (March 19, 1990) and “The Global Citizen: Counting what GNP leaves out”, San Jose Mercury News (March 12, 1990). 9 pp. Box No. 1:3, Folder No. 1.*

Five issues of a weekly column by Donella Meadows known as “The Global Citizen” in which she observes world events from a systems science perspective. In these columns Meadows discusses, respectively, life on a farm in New Hampshire and her writing in general, a hypothetical scenario imagining the world as “a village of 1000 people”, an appropriate environmental response to the Valdez oil spill, how “citizen obstinancy and industrial myopia work together to create spiralling costs” and how one should be careful of measuring how well off a country is based on its GNP.

- [106] *Meadows, Donella, “The Global Citizen: Dear Folks...”, Valley News (April 21, 1991) and “The Global Citizen: When Making Planetary Bets, The Stakes Should Be Limited”, Valley News (March 30, 1991). 8 pp. Box No. 1:3, Folder No. 1.*

Two issues of a weekly column by Donella Meadows known as “The Global Citizen” in which she observes world events from a systems science perspective. In these columns Meadows discusses, respectively, life on a farm in New Hampshire, a potential sequel to The Limits to Growth

and the soon-to-be-released collection of “The Global Citizen” columns, and arguments relating to climate change.

- [107] *Meadows, Donella, “The Global Citizen: Dear Folks...”, Valley News (June 23, 1991), “The Global Citizen: A Rational Approach To Energy Policy”, Valley News (June 8, 1991), “The Global Citizen, Washington Suffers Import Shortage Of Energy Policy Ideas”, Valley News (June 1, 1991), “The Global Citizen: A Plan To Ration The Right To Pollute”, Valley News (June 22, 1991) and “The Global Citizen: It’s Not Irrational To Fear Nuclear Power”, Valley News (June 15, 1991). 10 pp. Box No. 1:3, Folder No. 1.*
Five issues of a weekly column by Donella Meadows known as “The Global Citizen” in which she observes world events from a systems science perspective. In these issues Meadows discusses, respectively, her selection “as a Pew Scholar in Conservation and the Environment”, life on a farm in New Hampshire, and her writing in general, an approach to energy policy in India, the lack of “a decent energy policy” in the U.S., the “circus” of the United Nations Conference on Environment and Development” and fears and concerns regarding nuclear power.
- [108] *Meadows, Donella, “The Global Citizen: Dear Folks...”, Valley News, (April 24, 1992), “The Global Citizen: It’s Not Hard To Figure Out What Happened To The Economy”, Valley News, (October 17, 1992) and “The Global Citizen: Random And Senseless Acts Of Kindness”, Valley News, (October 10, 1992). 6 pp. Box No. 1:3, Folder No. 1.*
Two issues of a weekly column by Donella Meadows known as “The Global Citizen” in which she observes world events from a systems science perspective. In these columns Meadows discusses, respectively, life on a farm in New Hampshire and a series of presentations/speeches/radio talks, etc., she gave, why graphs, charts and statistics aren’t enough for a full view of the state of the economy, and random “acts” of beauty and kindness which appear in the New England countryside.
- [109] *Meadows, Donella, “The Global Citizen: Dear Folks...”, Valley News (May 16, 17, 21, and 23, 1992). 10 pp. Box No. 1:3, Folder No. 1.*
A weekly column by Donella Meadows known as “The Global Citizen” in which she observes world events from a systems science perspective. In this column (written over four days, May 16, 17, 21 and 23, 1992), Meadows discusses life on a farm in New Hampshire, a visit to London to meet “the British Publisher (Earthscan)” and “some petroleum economists”, a radio talk between Meadows and “Dennis Avery of the Hudson Institute”, the British press’s coverage of Beyond the Limits, her attendance at a “presentation for several hundred scientists, journalists and politicians” at which she spoke with Dennis Meadows about Beyond the Limits, similar presentations and interviews in West Berlin, and the differences in US and European media reaction to Beyond the Limits.
- [110] *Meadows, Donella, “The Global Citizen: Dear Folks...”, Valley News (July 19, 1992), “The Global Citizen: Long-Range Global Weather Forecast: Uncomfortably Chaotic”, Valley News (July 18,*

1992), “The Global Citizen: Gore Allows Environmentalists To Get Excited About Election”, *Valley News* (July 11, 1992), “The Global Citizen: We Need A System That Values Goodness”, *Valley News* (May 2, 1992), “The Global Citizen: We Need Better Information and Instincts”, *Valley News* (April 18, 1992), “The Global Citizen: Sustainability Requires Know-How, Ingenuity And Wisdom”, *Valley News* (April 25, 1992), “The Global Citizen: We Can’t Keep On Growing This Way”, *Valley News* (April 4, 1992), “The Global Citizen: We’re Exceeding The Planet’s Speed Limit”, *Valley News* (April 9, 1992) and “The Global Citizen: A Company That Refuses To Gauge Its Success Through Growth”, *Valley News* (December 26, 1992). 17 pp. Box No. 1:3, Folder No. 1.

Nine issues of a weekly column by Donella Meadows known as “The Global Citizen” in which she observes world events from a systems science perspective. In these issues Meadows discusses, respectively, life on a farm in New Hampshire and the changing northwest suburbs of Chicago since her childhood, the chaotic nature of the Earth’s climate, the role of Al Gore as Bill Clinton’s running mate and an environmental advocate in the upcoming presidential election, practical actions one can take to alleviate environmental, economic and general global ills, in particular by practicing “goodness”, the limits to the way humans “get and use information” and how that causes us to erode the “planet’s carrying capacity while planning for more growth”, how to define and achieve “sustainability”, the negative impact caused by continual global economic growth, the too-rapid exhaustion of the Earth’s resources, and the choice of the sports clothing company, Patagonia, to limit its growth and view its success in other ways.

- [111] Meadows, Donella, “The Global Citizen: Dear Folks...”, *Valley News* (October 16, 18 and 21, 1992). 10 pp. Box No. 1:3, Folder No. 1.

A weekly column by Donella Meadows known as “The Global Citizen” in which she observes world events from a systems science perspective. In this column (written over three days, October 16, 18, and 21, 1992), Meadows discusses the nature of presidential debates, life on a farm in New Hampshire, her visit to South Africa in the midst of the political turmoil of the time, her visit to Hermanus, South Africa, and observations on the racial divide there, and a lecture given by Meadows on Beyond The Limits, the forthcoming sequel to The Limits to Growth which she gave in Cape Town.

- [112] Meadows, Donella, “The Global Citizen: Dear Folks...”, *Valley News* (December 22, 23 and 24, 1992), “The Global Citizen: Bosnia Tests World’s Tolerance For Evil”, *Valley News* (December 19, 1992), “The Global Citizen: Much Of The World Has Adopted Christmas’ Worst Aspects”, *Valley News* (December 12, 1992), “The Global Citizen: Watching Others Do things We Have Dismissed As Impossible”, *Valley News* (December 5, 1992) and “The Global Citizen: Earth Cannot Keep Up With Our Demands”, *Valley News* (November 28, 1992). 12 pp. Box No. 1:3, Folder No. 1.

Five issues of a weekly column by Donella Meadows known as “The Global Citizen” in which she observes world events from a systems science perspective. In the first column (written over three days, October 16, 18, and 21, 1992). Meadows discusses a visit to her friend, Joan Davis, in Zurich, Switzerland, fasting, a visit to a Jewish psychologist, Arno Gruen, “who fled Germany during Hitler” a visit “to Potsdam for a conference on modelling the social impacts of climate change”, and other aspects of her visit to Europe. In the remaining four columns Meadows discusses, respectively, ethnic cleansing in Bosnia and what can be done about it by “those of us who do not have diplomats, sanctions or armies at our disposal”, the celebration of Christmas in non-Christian countries, the difference between Germany and the US in the approach to a range of socioeconomic issues such as health care and recycling, and the unsustainable “world fish harvest”.

- [113] *Meadows, Donella, “The Global Citizen: Dear Folks...”, Valley News (February 21, 1993), “The Global Citizen: Health System Needs Radical Surgery”, Valley News (January 30, 1993), “The Global Citizen: Clinton: A President for the Bottom Of the Long Wave”, The Lakeville Journal (February 11, 1993), “The Global Citizen: Rush and Larry, Coast to Coast: This Is Not Democracy in Action”, Los Angeles Times (February 12, 1993) and “The Global Citizen: Energy Tax Is Welcome And Affordable”, Valley News (February 20, 1993). 11 pp. Box No. 1:3, Folder No. 1.*

Five issues of a weekly column by Donella Meadows known as “The Global Citizen” in which she observes world events from a systems science perspective. In these columns Meadows discusses, respectively, an attack of kidney stones, the Wild and Scenic River Act and her experience visiting a New Hampshire Landowners Alliance rally, the US healthcare system, the prospective economic failure of Bill Clinton’s presidency based on “long wave theory”, talk show radio and town hall meetings, and the prospect on an energy tax.

- [114] *No author [Forrester, Jay W.?], handwritten notes on Dana Meadows and Beyond the Limits. 1 pg. Box No. 1:3, Folder No. 1.*

A single handwritten page with notes on Dana Meadows and Beyond the Limits. Jay W. Forrester is suggested as the author because his name has been written on the folder but there is no other indication that the page was written by him.

- [115] *Northrup, Bowen, “Thinking Big: ‘Club of Rome’ Merges World’s Woes Into One—And Tries to Solve It”, The Wall Street Journal (New York, NY, October 2, 1972). 2 pp. Photocopy. Box No. 1:3, Folder No. 1.*

A critical profile of ‘The Club of Rome’ in The Wall Street Journal.

- [116] *Meadows, Donella H., Meadows, Dennis L. and Randers, Jørgen, Executive Summary of Beyond the Limits(United States: Chelsea Green, 1992). 21 pp. Box No. 1:3, Folder No. 1.*

An executive summary of Beyond the Limits, produced by Donella Meadows, Dennis Meadows and Jørgen Randers and funded by Jay Harris.

- [117] *Forrester, Jay W., Response to a Paper on World Dynamics by Nordhaus (Cambridge, MA: Massachusetts Institute of Technology, 1973). v + 39 pp.* Box No. 1:3, Folder No. 1.
A critical response to a “privately-circulated paper” by William D. Nordhaus which criticised Forrester’s book, *World Dynamics*.
- [118] *Forrester, Jay W., “Population vs. standard of living: The Trade-Off that Nations Must Decide”, The Futurist (October 1976). pp. 246-250. Photocopy.* Box No. 1:3, Folder No. 1.
An article by Jay W. Forrester in which he argues that developed and undeveloped nations alike “must choose between improving their living standards and allowing their populations to increase”.
- [119] *Michael, Donald M., “Background for Discussing Responsibilities From the Club of Rome’s Perspective” (November, 1991). 6 pp.* Box No. 1:3, Folder No. 1.
A declaration from the Club of Rome regarding the “essential relationship between governability and responsibility”, which puts forward ideas of responsibility both in general and towards the following groups: “The Differing Cultures of Humankind”, “Children”, “The Disabled”, “The Natural Environment” and “Responsibilities Regarding Knowledge and Information”.
- [120] *Barrentine, Pat, “First Global Revolution—Challenges for the ’90s”, Perspectives (Fall 1991). pp. 8-9.* Box No. 1:3, Folder No. 1.
An article about questions posed by Donald N. Michael and the Club of Rome “for businessmen to consider” which culminate in the “overarching question . . . what is the very function and nature of business in a systemic world, where everything is connected to everything else?” A sticky note to Art Kleiner from [Donald N. Michael?] is attached.
- [121] *Harman, Willis W., “Educational Policy Research Center: Contract OEC-1-7-071013-4274: Progress Report: June 1, 1971 - September 1, 1971”. 25 pp.* Box No. 1:3, Folder No. 1.
A progress report of the Educational Policy Research Center broken down into the following sections: “I: Major Activities and Accomplishments: A. Career Education, B. Compensatory Education, C. Accountability, D. Early Childhood Education, E. Alternative Futures, F. Transitional Strategies, G. Social Change, H. Educational Policy and the Futures Perspective, I. Miscellaneous”, “II: Communication and Dissemination Activities: A. Conference Participation, B. Papers Published” and “III: Staff Summary”.
- [122] *Forrester, Jay W., Principles of Systems: Text and Workbook Chapters 1 through 10 (Cambridge, MA: Wright-Allen Press, Inc., August, 1972). vii + 379 pp. Photocopy.* Box No. 1:3, Folder No. 2.
The second preliminary edition of a text and workbook about the principles of systems science. The ten chapters are: “Systems”, “Preview of Feedback Dynamics”, “Models and Simulation”, “Structure of Systems”, “Equations and Computation”, “Models—Miscellaneous”, “Flow Diagrams”, “DYNAMO Compiler”, “Information Links”, and “Integration”. Each section of the workbook corresponds to the text chapter of the same number.

- [123] *Carlson, Richard C., Harman, Willis W., Schwartz, Peter, and associates, Energy Futures, Human Values, And Lifestyles: A New Look at the Energy Crisis (Boulder, CO: Westview Press, Inc., 1982). pp. i-x, 1-157 + 183-191. Photocopy. Box No. 1:3, Folder No. 2.*
A book “published in cooperation with SRI International” which examines “Alternative Energy Futures for California” and the implications of these scenarios.
- [124] *No author, System Dynamics Group: 1992 Publications (Cambridge, MA: Sloan School of Management, Massachusetts Institute of Technology, n.d. [May, 1992?]). 18 pp. Annotated throughout. Box No. 1:3, Folder No. 2.*
A list of publications from the Sloan School of Management, Massachusetts Institute of Technology, for the year 1992. Many of the items by Jay W. Forrester have been marked in pen. Also included are order forms for various products.
- [125] *No author, Productivity Bookshelf (Cambridge, MA: Productivity Press, n.d. [1992?]). 8 pp. Two copies. Box No. 1:3, Folder No. 2.*
Two copies of a list of “classic texts in System Dynamics” available for ordering from Productivity Press. Several books by Jay W. Forrester are listed. Also included is a letter to the reader from Norman Bodek, President of Productivity Press.
- [126] *Forrester, Jay W., “A Deeper Knowledge of Social Systems”, Technology Review Vol. 71, No. 6 (Cambridge, MA, April, 1969). 11 pp. Reprint. Box No. 1:4, Folder No. 1.*
A reprint of an article by Jay W. Forrester in which he explores the question: “How can the computer improve our understanding of society, so that society can better serve man?”
- [127] *Forrester, Jay W., “A New Corporate Design”, Industrial Management Review, Vol. 7, No. 1 (Cambridge, MA, Fall, 1965). pp. 5-17. Box No. 1:4, Folder No. 1.*
An article by Jay W. Forrester in which he argues that “it is time to apply to business organizations the same willingness to innovate that has set the pace of scientific advance”.
- [128] *Forrester, Jay W., “Common foundations underlying engineering and management”, IEEE Spectrum, (New York, NY, September, 1964). pp. 66-77. Box No. 1:4, Folder No. 1.*
An article by Jay W. Forrester in which he argues that the “common foundations underlying engineering and management” have not been explored sufficiently. He proceeds to examine this area himself, largely through the lens of systems science.
- [129] *Forrester, Jay W., “Churches at the Transition Between Growth and World Equilibrium”, Zygon, Vol. 7, No. 3 (September, 1972). pp. 145-167. Box No. 1:4, Folder No. 1.*
A paper by Jay W. Forrester “originally presented at the annual meeting of the program board of the Division of Overseas Ministries of the National Council of Churches. It followed a discussion by Jørgen Randers [co author of The Limits to Growth and Beyond the Limits]”. In

this paper, Forrester interprets the “meaning to the churches” of “recent studies of the dynamic behavior of corporations, cities, and world-wide forces” in which “many general and fundamental characteristics of social systems have been identified”, “now that population and industrial growth appear to be rapidly overtaking the natural capacity of the earth.”

- [130] *Kahn, Herman and Wiener, Anthony J., “Chapter I: Change and Continuity” in, The Year 2000: A Framework for Speculation on the Next Thirty-Three Years (New York, NY: The Hudson Institute, Inc., 1967). pp. 8-19. Attached are two sticky notes about Herman Kahn. p. 8 has “surprise free” annotated in the margin. Box No. 1:4, Folder No. 1.*

Part of a book by Herman Kahn, Anthony J. Wiener, with contributions from other members of the Hudson Institute, in which scenarios for the upcoming thirty-three years, between 1967 and 2000, are speculated on. This part consists of part of “Chapter I: Change and Continuity”. Attached are two sticky notes, one reading “Kahn described himself as a ”crypto-historicist“” and the other reading ”He and his staff had studied the philosophy of history (”working for Herman” one of them was heard later to remark, “was like having a kleptomaniac for a roommate”)”.

- [131] *Kahn, Herman and Wiener, Anthony J., “Chapter I: Change and Continuity” in, The Year 2000: A Framework for Speculation on the Next Thirty-Three Years (New York, NY: The Hudson Institute, Inc., 1967). pp. 28-61. Box No. 1:4, Folder No. 1.*

Part of a book by Herman Kahn, Anthony J. Wiener, with contributions from other members of the Hudson Institute, in which scenarios for the upcoming thirty-three years, between 1967 and 2000, are speculated on. This part consists of part of “Chapter I: Change and Continuity”.

- [132] *Kahn, Herman and Wiener, Anthony J., “Chapter IV: Postindustrial Society in the Standard World” in, The Year 2000: A Framework for Speculation on the Next Thirty-Three Years (New York, NY: The Hudson Institute, Inc., 1967). pp. 185-221. Box No. 1:4, Folder No. 1.*

Part of a book by Herman Kahn, Anthony J. Wiener, with contributions from other members of the Hudson Institute, in which scenarios for the upcoming thirty-three years, between 1967 and 2000, are speculated on. This part consists of “Chapter IV: Postindustrial Society in the Standard World” which focuses on “domestic issues for the United States and related socioeconomic changes that may also impinge on other advanced societies”.

- [133] *McWhirter, William A., “The Think-Tank Man: Herman Kahn considers himself one of the 10 most famous obscure Americans”, Life, Vol. 25, No. 23, (New York, NY, Dec. 6, 1968). 12 pp. Box No. 1:4, Folder No. 1.*

A profile of Herman Kahn in Life magazine, Dec. 6, 1968, including, amongst other things, his involvement as an adviser in the Vietnam War, his time at RAND (Research and Development) Corporation and the Hudson Institute.

- [134] *Nieburg, H. L., "Auditing a Think Tank: The Profit and Loss of Herman Kahn", The Nation (New York, NY, May 13, 1968). pp. 629-631. Box No. 1:4, Folder No. 1.*
An article about Herman Kahn and the Hudson Institute, with a focus on the Civil Defense contracts which "the OCD [Office of Civil Defense] judged ... to be valueless", which concludes in part that "The whole system of contracting-out to think factories has become an empty ritual".
- [135] *No author, "Herman Kahn's thinkable future", Business Week (March 11, 1967). pp. 114-116 + 117. Box No. 1:4, Folder No. 1.*
An article about Herman Kahn's transformation from "The man who specialized in grim calculations of nuclear destruction" to some who "predicts the year 2000 will be a prosperous, peaceful, 'wholesomely decadent' time" with a focus on the latter prediction.
- [136] *Barclay, D. J. (ed.), Notes on the Future of Education: Vol. II, Issue 3, Post-Secondary Education: Where Do We Go From Here? (Syracuse, NY: Educational Policy Research Center, Summer, 1971). 29 pp. Box No. 1:4, Folder No. 1.*
A collection of essays about the future of post-secondary education. Essayists included are Stanley Moses, James C. Byrnes, Laurence B. DeWitt, Michael Marien, A. Dale Tussing, Thomas F. Green and Warren L. Ziegler.
- [137] *No author, "SRI pulls hard on the growth reins", Business Week (March 25, 1967). 6 pp. Box No. 1:4, Folder No. 1.*
An article exploring the reasons behind Stanford Research Institute launching a "five-year program to slow expansion and reduce percentage of government contracts at the famous non-profit outfit [SRI]" and what that entails.
- [138] *Bugental, James F. T., The Human Possibility: An Essay Toward a Psychological Response to the World Macroproblems (Syracuse, NY: Educational Policy Research Center, September 1971). vii + 97 pages. Box No. 1:4, Folder No. 1.*
A report which "presents the perilous futures of man", "discusses the necessity of realizing individual potential and social synergy", "suggests preliminary sketches for a new educational system to facilitate the actualization of human potential; and advances theories for obtaining an optimally functioning pluralistic society."
- [139] *Untitled letter from Mitzner, Kenneth M., President of Mobilization for the Unnamed to Wiesner, Jerome, President of MIT (March 27, 1972). 1 pg. Photocopy. Box No. 1:4, Folder No. 2.*
A letter from Kenneth M. Mitzner, President of Mobilization for the Unnamed to Jerome Weisner, President of MIT, regarding the damage Mitzner sees The Limits to Growth doing to American society and to MIT, and requesting that Weisner "issue and disseminate a statement disassociating MIT from the report and pointing out its serious shortcomings."

- [140] *Untitled letter from Wiesner, Jerome, President of MIT to Mitzner, Kenneth M., President of Mobilization for the Unnamed (April 20, 1972). 1 pg. Photocopy.* Box No. 1:4, Folder No. 2.
A letter from Jerome Weisner, President of MIT to Kenneth M. Mitzner, President of Mobilization for the Unnamed, in response to the previous letter (see other document in 1/54) acknowledging some of the potential shortcoming of The Limits to Growth but rejecting “the notion that a university or its president should censor or renounce the creative output of a member of its faculty”.
- [141] *Gerholm, Tor Ranar and Kahn, Herman, What about the Future? (Hudson Institute and KREAB Development AB, 1984). 31 pp.* Box No. 1:4, Folder No. 2.
A proof of a full colour booklet which explores the “Great Transition”, from a time “about 200 years ago” when mankind was “poor, and at the mercy of the forces of nature”, to the end of “the next two centuries” when “human beings should be almost everywhere numerous, rich, and largely in control of the forces of nature”, “a vision of the future which reinforces the highest aspirations of mankind”, looking at the reasons “why an optimistic outlook is also a realistic one.”
- [142] *Pinder, Christine and Röhl, Annika (eds.), The Energy Picture (KREAB, August, 1980). Saddle stitched. 31 pp.* Box No. 1:4, Folder No. 2.
A proof of a full colour booklet which examines “the energy resources available today and some energy sources of the future”, and aims “to provide a summary of the various alternatives involved in the energy debate”.
- [143] *Neale, Gail Potter, An Idiosyncratic View of Hudson Institute: 1962-1982 (December 9, 1991). 1 pg. Photocopy. Annotated throughout.* Box No. 1:4, Folder No. 2.
An essay about the formation of the Hudson Institute and the development of that Institute over the next twenty years.
- [144] *No author, “The Great Transition” and “Two Kinds of Issues Facing Mankind” [from Synoptic Context?] (Indianapolis, IN: Hudson Institute, Inc., n.d.). pp. 1-4.* Box No. 1:4, Folder No. 2.
“The Great Transition” shows a chart for “A Positive and Realistic Image of Man’s Earth Trek” along with a chronology to explore this chart starting “Pre 1775” and ending “Post 2175” used to illustrate, among other things, a “gap in operation”, the “transition point for rate of population growth” between 1875 and 2025.
- [145] *Kleiner, Art, to Pickett, Neil, Research Director at the Hudson Institute (June 12, 1995). 14 pp . Fax of a draft of “Millenarians”, a chapter from The Age of Heretics. Annotated throughout.* Box No. 1:4, Folder No. 2.
A fax of a draft of “Millenarians”, a chapter from Art Kleiner’s The Age of Heretics which examines the Hudson Institute and Herman Kahn, sent to Neil Pickett, Research Director at the Hudson Institute. Hand-written notes [from Pickett?] offer suggestions for edits.

- [146] *Iyer, Pico, "Swami, Meet Garbo: Is it possible to be both holy man and Hollywood bon vivant? Christopher Isherwood did his best", Time (New York, NY, January 13, 1997). p. 74. "Gerald Heard" has been written in the header. Box No. 1:4, Folder No. 2.*
A book review of Diaries, Volume One: 1939-1960, the first volume of Christopher Isherwood's diaries. Gerald Heard, the "British-born philosopher and mystic" who features in "Mystics", the fifth chapter of Art Kleiner's *The Age of Heretics*, is included in an accompanying picture of Isherwood and a group of fellow intellectuals.
- [147] *Hughes, Sheldon, letter to colleagues at the Institute of Noetic Sciences, [no author], "Preliminary Statement of Purpose", Harman, Willis, "Institute of Noetic Sciences Memorandum" and [Harman, Willis?], "Peace Building for the 21st Century: A Guide to Action (A work in progress)". (October 16, 1995). 11 pp. Box No. 1:4, Folder No. 2.*
This document is in several parts: First, a letter from Sheldon Hughes to "Inquiry Colleagues" at the Institute of Noetic Sciences regarding "the enclosed proposal [for a "core inquiry"] and cover letter", which includes a list of colleagues to whom the document was distributed. Second, a "Preliminary Statement of Purpose" which explains the inquiry as being "into the system of interlocking institutions that now concentrate power and wealth ... and their underlying beliefs, economic assumptions, and governance processes", "using the group mind as a vehicle for thinking in concert with the larger mind" to look "for those existing, new or emerging patterns which will build a peaceful and equitable world". Third, the memo regarding the "draft description of the core enquiry". Last, the "draft description" itself, describing a "five-year initiative ... to contribute toward the understanding of potentially helpful programs and interventions [in the mission for peace building]".
- [148] *[Forrester, Jay W.?], no title given (n.d.). xx + pp 1-155. An unknown book outlining a variety of "war scenarios". Box No. 1:4, Folder No. 2.*
It contains a cover page which declares it a "tentative draft intended only for intramural use and possible revision" and a contents page. The draft of a book [by Jay W. Forrester?] outlining a number of "war scenarios", a variety of scenarios used to think about the possibility and nature of any war between the Soviet Union and the West.
- [149] *No author [Kahn, Herman?], War Scenarios (The Hudson Institute, October 31, 1961). xx + 49 pp. Box No. 1:4, Folder No. 2.*
The first part of a draft of a book [by Herman Kahn?] outlining a number of "war scenarios", a variety of scenarios used to think about the possibility and nature of any war between the Soviet Union and the West. It also contains a cover page which declares it a "tentative draft intended only for intramural use and possible revision" and a contents page.
- [150] *No author, "More Coals of Fire for Club of Rome", Nature, Vol. 239 (September 29, 1972). pp. 248-249. Photocopy. Box No. 1:4, Folder No. 2.*

A preview of an upcoming report by the World Bank which serves as a “slashing attack” on *The Limits to Growth*, covering the World Bank’s issues with the book’s conclusions on “Population”, “Non-renewable Resources”, “Pollution” and “The Model Itself”.

- [151] *Tierney, John, “Betting the Planet”, The New York Times Magazine (New York, NY, December 2, 1990). pp. 51-54, 73-81. Box No. 1:4, Folder No. 2.*

An article about the outcome of a “\$1000 wager over an old question: Was the earth’s growing population running out of natural resources?” between “an ecologist and an economist with bitterly opposing world views”, Paul R. Ehrlich and Julian Simon, respectively.

- [152] *No author [Meadows, Donella?], No title, THE CoEVOLUTION QUARTERLY (n.d.). pp. 21-30. Reprint. Box No. 1:5, Folder No. 1.*

Probably by Donella Meadows, part of an article from *The CoEVOLUTION QUARTERLY* which explains and explores systems science. Reference is made to Jay W. Forrester throughout.

- [153] *No author [Miller, J. Irwin], no title. A speech given to a meeting of Cummins Engine equipment distributors (January 25, 1972), and a memo from Lesh, Donald R. of Potomac Associates, Inc., to Meadows, Dennis, (January 28, 1972). 34 pp. Photocopy. Box No. 1:5, Folder No. 1.*

A speech delivered to a meeting of Cummins Engine equipment distributors about the need to look to the future and plan ahead for the next twenty years, along the lines of *The Limits to Growth*, and suggesting giving consideration to “how to make money in circumstances of limited or little growth”. Also included is a memo from Donald R. Lesh to Dennis Meadows which reads in part: “...I am sure you will not believe that we still have not sent him [Miller] a copy of *Limits*. ”...despite the resemblances of points in his speech and your book, his remarks were made quite independently of Potomac Associates.”.

- [154] *Logsdon, Gene, “Putting Farmers Out To Pasture”, Mother Jones (April 1985).1 pg. Photocopy. Box No. 1:5, Folder No. 1.*

An article in *Mother Jones* which discusses the misrepresentation of statistics regarding the farming industry and argues that “the [false] claims for American farm efficiency go unchallenged, even by farmers.”

- [155] *Campbell, Martha (ed.), “The Collected Responses to Simon and other population revisionists”, Population Speakout (Englewood, CO, June 1992) and Javna, John, “Issue to consider this year: World overpopulation: Find out where the candidates stand”, Staten Island Advance (New York, NY, April 10, 1992). 13 pp. Annotated: “Art: As Requested”. Box No. 1:5, Folder No. 1.*

A collection of responses to the assertions of the economist Julian Simon and other “population revisionists ... who don’t believe that global population growth is a problem”, made up of the main document and six copies of “Issue to consider this year: World overpopulation: Find out where the candidates stand” by John Javna, photocopied onto the back of each sheet. The main document includes responses to the revision-

ist positions on “Technology, Ingenuity, Opportunities, and Efficiencies of Scale”, “The Population-Development Relationship”, “Pollution and Environment”, “Food”, “Family Planning Demand” and “Methodology” and also includes a “Bibliography” and “Prince Malthus”, an article from the Wall Street Journal, April 28, 1992, as “a current example of revisionist thinking on population”. The John Javna article looks at “some specific issues [regarding the protection of the environment] and environmental voting tips” when thinking about the 1992 US election.

- [156] *No author, Systems Thinking in Action Conference: The Learning Organization: From Vision to Reality (Boston, MA: Pegasus Communications, Inc., 1993). Saddle stitched. 12 pp. Box No. 1:5, Folder No. 1.*

A programme for a conference held by The Learning Organization, November 8-10, 1993, featuring the descriptions of a large number of talks around the theme of the practical application of systems science from a variety of speakers including Margaret Wheatley, Peter M. Senge, Chris Argyris, Russell L. Ackoff and Sue Miller Hurst.

- [157] *Forrester, Jay W., “An Alternative Approach to Economic Policy: Macrobbehaviour from Microstructure” from Kamrany, Nake M. and Day, Richard H., Economic Issues of the Eighties (Baltimore, MD: The John Hopkins University Press, 1979). pp. v + 80-108. Box No. 1:5, Folder No. 1.*

An chapter, from Economic Issues of the Eighties, by Jay W. Forrester about using the System Dynamics National Model as part of an alternative approach to economic policy, moving away from more traditional approaches.

- [158] *Forrester, Jay W., “Lessons from system dynamics modeling”, System Dynamics Review, Vol. 3, No. 2, (Summer, 1987). pp. 136-149. Box No. 1:5, Folder No. 1.*

A paper by Jay W. Forrester exploring three decades worth of insight from the use of system dynamics modelling.

- [159] *Sterman, John D., “The economic long wave: theory and evidence”, System Dynamics Review, Vol. 2, No. 2 (Summer, 1986). pp. 87-125. Box No. 1:5, Folder No. 1.*

An article by John D. Sterman regarding the “revived interest in the economic long wave or Kondratiev cycle”, examining “the behavioral underpinnings of the theory” and contrasting this against “traditional economic theory”.

- [160] *Morecroft, John D. W., “The feedback view of business policy and strategy”, System Dynamics Review, Vol. 1., No. 1 (Summer, 1985). pp. 4-19. Box No. 1:5, Folder No. 1.*

A paper by John D. W. Morecroft that explores the “clear need for tools that can help businesspeople to design policies, programs, and administrative procedures to support new strategic moves.”

- [161] *Forrester, Jay W., Comparison of the 1920s and 1980s (Cambridge, MA: System Dynamics Group, Sloan School of Management, Massachusetts Institute of Technology, April 8, 1987). Spiral bound. 31 pp. Box No. 1:5, Folder No. 1.*

A paper by Jay W. Forrester comparing the economic history of the 1920s and 1980s on the grounds that “To learn from history, there must be some context within which to make history meaningful.”

- [162] *Kahn, Herman, “Introduction”, from Kahn, Herman (ed.), The Future of the Corporation (New York, NY: Mason & Lipscomb, 1974). pp. i-iv + 1-11. Photocopy. Box No. 1:5, Folder No. 1.*
A book chapter from *The Future of the Corporation*, edited by Herman Kahn which introduces the book and explores the importance of “Multinational, international, and national corporations” preparing for the upcoming decade and beyond and the best ways to do this.
- [163] *Bell, Daniel, “The Post-Industrial Society – Expectations for the 1970s and 1980s”, from Kahn, Herman (ed.), The Future of the Corporation (New York, NY: Mason & Lipscomb, 1974). pp. 12-47. Photocopy. Box No. 1:5, Folder No. 1.*
A book chapter from *The Future of the Corporation*, edited by Herman Kahn which defines and explores “The Post-Industrial Society” in the upcoming two decades, and the place of, amongst other things, “Technological Forecasting” within this society.
- [164] *Drucker, Peter F., “Management’s New Role – The Price of Success”, from Kahn, Herman (ed.), The Future of the Corporation (New York, NY: Mason & Lipscomb, 1974). pp. 49-71. Photocopy. Annotated throughout. Box No. 1:5, Folder No. 1.*
A book chapter from *The Future of the Corporation*, edited by Herman Kahn which explores “some of the new challenges, new opportunities and new tasks which managers and especially business managers will face” in the changing socioeconomic world.
- [165] *Kano, Hisamichi, “Managing for the Future in Japanese Industry”, from Kahn, Herman (ed.), The Future of the Corporation (New York, NY: Mason & Lipscomb, 1974). pp. 83-94. Photocopy. Box No. 1:5, Folder No. 1.*
A book chapter from *The Future of the Corporation*, edited by Herman Kahn which explores the recent growth of the Japanese economy and how that growth should be managed into the future.
- [166] *Khan, Herman, “Forces for Change”, from Kahn, Herman (ed.), The Future of the Corporation (New York, NY: Mason & Lipscomb, 1974). pp. 97-153. Photocopy. Annotated throughout. Box No. 1:5, Folder No. 1.*
A book chapter from *The Future of the Corporation*, edited by Herman Kahn which explores the current perception of the “information-explosion” “as one of the forces of corporate change”. There are several post-it notes throughout with notes to aid Art Kleiner in the writing of *The Age of Heretics*.
- [167] *Khan, Herman, “The Future of the Corporation” from Kahn, Herman (ed.), The Future of the Corporation (New York, NY: Mason & Lipscomb, 1974). pp. 196-211. Photocopy. Annotated throughout. Box No. 1:5, Folder No. 1.*

- The final chapter from *The Future of the Corporation*, edited by Herman Kahn, which explores “The Future of the Corporation” more generally, including a discussion of the “super-industrial culture” which the author sees as preceding the “post-industrial culture” predicted to emerge “around the year 2000 in the developed part of the world”.
- [168] *“Global Business Network WorldView Meeting: March 30, 1992: Aspen, Colorado: Attendees”. 1 pg. Annotated throughout.* Box No. 1:5, Folder No. 1.
A list of attendees of the Global Business Network WorldView Meeting of March 30, 1992. Attendees are broken down into the following categories: “Network Members”, including Amory Lovins, Donella Meadows and Don Michael, “WorldView Members”, “Others”, including Art Kleiner, and “Staff”, including Stewart Brand, Napier Collyns, James A. Ogilvy and Peter Schwartz”. There are extensive notes on the reverse of each sheet.
- [169] *“GBN WorldView Meeting Itinerary: March 29-31, 1992: Aspen Colorado”. 1 pg. Annotated on reverse.* Box No. 1:5, Folder No. 1.
The itinerary for the Global Business Network WorldView Meeting, March 29-31, 1992, including presentations from Donella Meadows, Amory Lovins, Danny Hillis and Doug Carlston and a talk from Don Michael on Organizational Learning. There are extensive handwritten notes on the reverse.
- [170] *Kelly, Kevin, The First Global Spreadsheet: An evaluation of the new Limits to Growth Model. 7 pp. Annotated on reverse.* Box No. 1:5, Folder No. 1.
An evaluation of the new version of the “Limits to Growth Model” which concludes that “20 years later [after the original “Limits to Growth Model”] it needs not merely updating, but a total redo” in order to “challenge others with the resources to make a better model – one that ... could demonstrate increasing complexification.”
- [171] *No author, five sheets of handwritten notes on A4 lined paper. 5 pp.* Box No. 1:5, Folder No. 1.
Five sheets of notes by an unknown author [Kleiner?] which seem to have been made in response to various talks at the Global Business Network WorldView Meeting, March 29-31, 1992.
- [172] *No author, “We Must Save Resources”, The Dallas Morning News (Dallas, TX, May 19, 1972). 1 pg. Photocopy.* Box No. 1:5, Folder No. 2.
A pp. 1, two column article in *The Dallas Morning News* summarising a report by Donella Meadows and arguing that “This wasteful nation needs to conserve resources”.
- [173] *Washington, Linn, “The Sullivan Principles”, Black Enterprise (January 1986). pg.23. Photocopy.* Box No. 1:5, Folder No. 2.
An article in *Black Enterprise* which examines the arguments of “American apologists for apartheid” and “Antiapartheid activists” regarding “The Sullivan Principles”, a list of principles for American and other foreign companies with operations in South Africa, as well as Leon Sullivan’s stance in relation to these arguments.

- [174] *Brown, Frank Dexter and Ruffin, David C., "Sullivan Says Divest", Black Enterprise (August 1987). pg. 17. Photocopy. Box No. 1:5, Folder No. 2.*
An article in Black Enterprise which examines the Rev. Leon Sullivan's stance on apartheid following his call "for a total United States embargo against that country [South Africa] until statutory apartheid is ended and blacks have a clear commitment for equal political rights".
- [175] *Thompson, Kevin D., "Farewell To Zion", Black Enterprise, (October, 1988). pg. 24. Photocopy. Box No. 1:5, Folder No. 2.*
An article in Black Enterprise about Leon Sullivan leaving "Philadelphia's Zion Baptist Church . . . to devote more time to running the International Foundation for Education and Self-Help (IFESH)". This page also includes an article titled "[?] Makes Debut" by Brian Watson.
- [176] *Sherman, Stratford P., "Scoring Corporate Conduct in South Africa" and Steinbreder, H. John, "The Man Behind the Sullivan Principles", Fortune (July 9, 1984). pp. 168 + 170-172. Photocopy. Box No. 1:5, Folder No. 2.*
An article in Fortune under the rubric "Politics & Policy" about Leon Sullivan and the "Sullivan Principles", a list of principles for American and other foreign companies with operations in South Africa, which largely serves as a criticism of these guidelines, which the author sees as "a baffling system for grading corporate conduct in a racist society." The short biography of Sullivan, "The Man Behind the Sullivan Principles" by H. John Steinbreder appears on p. 171.
- [177] *No author, "Goodbye to the Sullivan Principles", Fortune (July 4, 1987). pg. 10. Photocopy. Annotated publishing details. Box No. 1:5, Folder No. 2.*
An article in Fortune under the rubric "News/Trends" about Leon Sullivan's departure from his "Sullivan Principles", a list of principles for American and other foreign companies with operations in South Africa, and the effect this departure will have on American businesses in South Africa. This page also includes two articles, both by unknown authors: "Debt watch" and "Eddie's prices are insane. Is he?"
- [178] *No author, "Sullivan's Travels", Fortune (August 1, 1988). pg. 217. Photocopy. Annotated throughout. Box No. 1:5, Folder No. 2.*
An article in Fortune under the rubric "Fortune People" about Leon Sullivan leaving "the Zion Baptist Church in Philadelphia" in order to step up his work with the "International Foundation for Education and Self-Help".
- [179] *Hiltzik, Michael A., "Activists Tally the Effect of S. Africa Sanctions", Los Angeles Times (Los Angeles, CA, April 17, 1994). pp. A4 + A6. Photocopy. Box No. 1:5, Folder No. 2.*
An article in the Los Angeles Times looking back at the sanctions imposed on South Africa towards the end of apartheid, the negative impact those sanctions had on the country, and the consequences of this following the end of apartheid.

- [180] *Ryan, Richard A., "Ending apartheid came out of 'my desire to help people'" unknown publication(n.d. [1994?]). pp. 1B + 4B. Photocopy. Box No. 1:5, Folder No. 2.*
An interview with Leon Sullivan which includes questions about the "Sullivan Principles", a list of principles for American and other foreign companies with operations in South Africa, and Sullivan's "drive to end apartheid".
- [181] *"Fieldbook Contents List" (March 2, 1993). pg. 49. Annotated on reverse. Box No. 1:5, Folder No. 2.*
[A list of chapters of a book?]. Handwritten notes on the reverse by an unknown author [Art Kleiner?] are probably more relevant, with reference to "holism" and Jan Smuts, Prime Minister of South Africa 1939-1948.
- [182] *No author, 1.pg. listing title, author, publisher and date of publication for two books. Laszlo, Ervin , The Systems View of The World (George Braziller, Inc., 1972) and AStrategy for the Future: A Systems Approach to World Order (George Braziller, Inc., 1974). Box No. 1:5, Folder No. 2.*
Bibliographic information for The Systems View of The World and A Strategy for the Future: A Systems Approach to World Order, two books by Ervin Laszlo, published by George Braziller, Inc., in 1972 and 1974, respectively.
- [183] *Kleiner, A. Handwritten notes on Forrester r.e. "systems theory". 2 pp. Sales letter / product order form on reverse of each sheet. Box No. 1:5, Folder No. 2.*
A letter dated May 10, 1992, from Bob Eberlein, Head of Product Development at Ventana Systems, Inc., to Michael Goodman, regarding Goodman's "interest" in purchasing "Vensim", a product for PC "intended for people with some experience in modeling dynamic systems" and an attached order form for this product. Handwritten notes by an unknown author [Art Kleiner?] examine Jay Forrester's input into the field of "systems theories" and how this differs from "system dynamics".
- [184] *Meadows, Dennis, letter to Kleiner, Art (September 10, 1995). 2 pp. Box No. 1:5, Folder No. 2.*
A letter dated September 19, 1995, from Dennis Meadows to Art Kleiner with some "comments on the notes you [Kleiner] sent me", presumably relating to The Age of Heretics. Print is faded, but still legible.
- [185] *Johnson-Laird, P. N., "Mental Models" from Posner, Michael I., Foundations of Cognitive Science (Cambridge, MA: The MIT Press, n.d.). Title page + pg. 469. Photocopy. Annotated throughout. Box No. 1:5, Folder No. 2.*
The first page from "Mental Models" by P. N. Johnson-Laird, chapter 12 from Foundations of Cognitive Science, which briefly discusses the views of Kenneth Craik on "mental models" and the diversity of "studies of mental models" which have come since, with Johnson-Laird's "aim in this chapter" being "to bring some order to this diversity".

- [186] *No author, "Misanthropy" and "A Fire in the Mind", several letters "To the Editor of The New York Times Book Review", The New York Times Book Review (New York, NY, n.d.). pp. 29-30. Box No. 1:5, Folder No. 2.*
Two pages on a single tear sheet from The New York Times Book Review. p. 29 consists of the second half of a review of Patrick White: A Life by David Marr. p. 30 consists of four letters "To the Editor" of The New York Times Book Review responding to a review by Wendy Doniger of A Fire in the Mind by Stephen and Robin Larsen, a book about Joseph Campbell. One of the letters is from Stephen and Robin Larsen, and is followed by a reply from Wendy Doniger. p. 30 seems to be the relevant page in this archive, as Joseph Campbell is mentioned throughout The Age of Heretics by Art Kleiner.
- [187] *Sullivan, Leon, The (Sullivan) Statement of Principles (Fourth Amplification) (November 8, 1984). 7 pp. Photocopy. Box No. 1:5, Folder No. 2.*
A "Statement of Principles of U.S. Firms with Affiliates in the Republic of South Africa" by the Reverend Leon Sullivan, a board member of GM. Includes a list of six principles for American companies with operations in South Africa which, an "Introduction" to these principles and a further examination of each principle.
- [188] *Mulcahy, John, "Corporate battles realign South African business", International Management (January 1984). pp. 27[?]-29. Photocopy. Box No. 1:5, Folder No. 2.*
An article under the rubric of "Mergers and Acquisitions" in International Management which examines the "complex saga of corporate competition for acquisitions" in South Africa following the move by "foreign investors with operation subsidiaries [in South Africa] ... to move their investments out of what is by world standards an area of high political risk".
- [189] *Paul, Karen, "The Inadequacy of Sullivan Reporting", Business and Society Review, Vol. 57, (n.d. [Spring, 1986?]). pp. 61-65. Photocopy. Box No. 1:5, Folder No. 2.*
An article in Business and Society Review which critically examines the consequences of "The Sullivan Principles", a list of principles for American and other foreign companies with operations in South Africa.
- [190] *Paul, Karen, "The Inadequacy of Sullivan Reporting", Business and Society Review, Vol. 57, (n.d. [Spring, 1986?]). pp. 61-65. Photocopy. Annotation on pg. 61 gives publication details. Box No. 1:5, Folder No. 2.*
An article in Business and Society Review which critically examines the consequences of "The Sullivan Principles", a list of principles for American and other foreign companies with operations in South Africa.
- [191] *Sullivan, Leon, "Agents for Change: The Mobilization of Multi-national Companies in South Africa", Law and Policy in International Business, Vol. 15:427 (1983). pp. 427-444. Box No. 1:5, Folder No. 2.*

A long article in Law & Policy in International Business by the Reverend Leon Sullivan about his “involvement in the struggle against apartheid”, the “Sullivan Principles”, a list of principles for American and other foreign companies with operations in South Africa, and how they can “shed rays of hope for a nonviolent solution to the South African predicament ... if the companies of the world were to make a maximum effort to implement the Principles and codes within the next several years”.

- [192] *Salpukas, Agis, “G.M. Elects First Negro As Member of Its Board”, The New York Times (New York, NY, January 5, 1971). pp. 49 + 51. Photocopy. Box No. 1:5, Folder No. 2.*

An article in The New York Times about General Motors electing Leon Sullivan, “a black minister from Philadelphia who has been a pioneer in helping Negroes find better jobs in industry”, to its board.

- [193] *Sloane, Leonard, “Negro on G. M. board Ready for Challenge”, The New York Times (New York, NY, January 9, 1971). pp. 35 + 38. Photocopy. Box No. 1:5, Folder No. 2.*

An article in The New York Times about Leon Sullivan’s recent election to the board of G.M.

- [194] *Flint, Jerry M., “A Black Director of G.M. Will Vote Against the Board”, The New York Times (New York, NY, April 9, 1971). pp. 45 + 52. Photocopy. Box No. 1:5, Folder No. 2.*

An article in The New York Times about Leon Sullivan, recently elected to the board of G.M., planning to vote against the rest of the board “in favour of an Episcopal Church resolution calling on G. M. to close its plants in South Africa.”

- [195] *Salpukas, Agis, “G.M. Critics’ Proposals Voted Down at Meeting” and “Vote at G.M. on 8 Proposals”, The New York Times (New York, NY, May 22, 1971). pp. 39 + 43. Photocopy. Box No. 1:5, Folder No. 2.*

An article in The New York Times about the defeat of eight motions put up by critics of G.M. “designed to break management’s hold on the board of directors and to end its operations in South Africa”, and “a plea for the South African proposal [delivered on the floor at G.M.’s annual meeting] in a passionate style that resembled that of the late Rev. Dr. Martin Luther King Jr.”, given by Leon Sullivan. “Vote at G.M. on 8 Proposals” is a short separate article within the main body of text outlining the eight proposals which were defeated.

- [196] *No author, “Racism or Reason: The Corporations That Refuse to Sign the Sullivan Principles”, Business and Society Review (n.d. [Spring, 1984?]). pp. 42-45. Photocopy. Box No. 1:5, Folder No. 2.*
A survey in the Business and Society Review that asks “companies that operated subsidiaries or affiliates in South Africa but had refused to sign the Sullivan Principles [a list of principles for American and other foreign companies with operations in South Africa] . . . what their objections might be”.

- [197] *Weedon, D. Reid, Jr., “The Evolution of Sullivan Principle Compliance”, Business and Society Review (n.d. [Winter, 1983?]). pp. 56-60. Photocopy. Box No. 1:5, Folder No. 2.*

- An article in Business and Society Review which examines and evaluates the “Sullivan Principles”, a list of principles for American and other foreign companies with operations in South Africa, and the companies which are signatories of these principles.
- [198] Slater, Robert Bruce, “Companies That Hide Behind the Sullivan Principles”, *Business and Society Review* (n.d.). pp. 15-18. Photocopy. Box No. 1:5, Folder No. 2.
An article in Business and Society Review which looks at the pitfalls and dangers of the “Sullivan Principles”, a list of principles for American and other foreign companies with operations in South Africa.
- [199] Redfearn, Julian, “The Sullivan Principles and U.S. Firms in South Africa”, *Journal of Management Case Studies*, (1986). pp. 46-55. Photocopy. Box No. 1:5, Folder No. 2.
An article about U.S. companies operating in apartheid South Africa and the “Sullivan Principles”, a list of principles for American and other foreign companies with operations in South Africa, including a critical analysis of the effectiveness of the principles.
- [200] Ryan, Richard A., “Ending apartheid came out of ‘my desire to help people’”, *unknown publication* (n.d. [1994?]). pp. 1B + 4B. Photocopy. Box No. 1:5, Folder No. 2.
An interview with Leon Sullivan which includes questions about the “Sullivan Principles”, a list of principles for American and other foreign companies with operations in South Africa, and Sullivan’s “drive to end apartheid”.
- [201] Barnes, Fred, “Medicare Madness”, Stengel, Richard, “White Right”, Tidrick, Steve, “The Budget Inferno” and Kauffmann, Stanley, “Stanley Kauffmann on Films: Odd Man Out”, *The New Republic* (Washington, DC, May 29, 1995). pp. 13-26. Box No. 1:5, Folder No. 2.
Four articles in The New Republic.
- [202] No author, “Mandela looks for foreign investors”, no author, “Palestinians: Divided”, no author, “No jobs, no tax”, no author, “Novell: Connection king”, no author, “Mining in South Africa: Golden past, uncertain future”, no author, “It’s Rupert on line 2 billion”, no author “Peugeot Citroën: Clawing its way to the top?” and no author, “Biotechnology mergers: Unseemly couplings” (London, UK: *The Economist*, May 13, 1995). pp. 39-40 + 63-66. Box No. 1:5, Folder No. 2.
Several articles from The Economist. There is an article about Nelson Mandela’s efforts to bring foreign investment back into South Africa following the end of apartheid and an article on the future of South Africa’s goldmining industry and its importance to that country’s economy.

Box 2:1 - 2:5

- [203] *Moore, Fred, "Progress Report" (September 9, 1972). pp. 384-389. Photocopy. Box No. 2:1, Folder No. 1.*
A progress report written by Fred Moore to "Point Directors and Agents" describing Moore's failed efforts to "promote a giving-economy" by exposing "the conventional myths as being obsolete and an obstruction to the growth of new values". Included is an outline of "The few (3) things" Moore had done during his time with Point relating to "The Chrysalis Fund (Demise Party money)", the plan to form a "people information network" and the "Briarpatch Money Trust", a planned "membership owned, non-profit, public (open disclosure of all non-interest loans) bank..." which at the time of writing was "still in the frustrating discussion stage."
- [204] *Phillips, Michael, "Comments for the Board of Point" (November, 1971). pp. 134-144. Photocopy. Box No. 2:1, Folder No. 1.*
Comments written by Michael Phillip for the board of Point, discussing among other things, Alvin Toffler, and the methodology of Point when it comes to bringing "constructive change". Includes "Drawings clipped from "The Adventures of Primero Diners" Art by John Dawson". Also photocopied onto p. 8 is part of an article from Forbes, "Austin of Coca-Cola: The Uses of Adrenaline".
- [205] *No author, "The next meeting of the Board of Directors of Point" (n.d.).pg. 62. Photocopy. Box No. 2:1, Folder No. 1.*
An announcement for "The next meeting of the Board of Directors of Point" to "be hosted by Jerry Mander at Esalen Institute Hot Springs in Big Sur".
- [206] *Shugart, Diana, "Point: Board of Directors Meeting" (Woodside, CA: March 15, 1972). pp 31-39. Photocopy. Box No. 2:1, Folder No. 1.*
The minutes of a meeting of the Board of Directors of Point. Discussed, among other things, are a series of "possible agenda items", "legal procedures for relegating discretionary funds", the "Life Forum (Stockholm) project" with the resolution "That Point advance \$10,000 to Life Forum to begin its program".
- [207] *Shugart, Diana, "Agents Meeting" (San Francisco, CA: [date too faded to read]). pp 47-52. Photocopy. Box No. 2:1, Folder No. 1.*
The minutes of a meeting of the agents for Point. Discussed, among other things, are the backgrounds of each individual agent, the purpose of Point, how transparent the company should be and the payment of the agents.
- [208] *[Gurney, Norman], "Minutes: Point Board Meeting" ([Santa Cruz Mountains:] October 10-11). pp. 17-30. Photocopy. Box No. 2:1, Folder No. 1.*
The minutes of a meeting of the Board of Directors of Point. Included is a series of reports from each of the present members about their involvement in various projects, a "General Appraisal" about the purpose and goals of Point, and a discussion of "New Ideas".

- [209] *[Raymond, Dick], "Minutes: Point Board Meeting" ([San Francisco, CA:] November 9, 1972). pp. 7-13 and 15-16. Photocopy. Box No. 2:1, Folder No. 1.*
The minutes of a meeting of the Board of Directors of Point. Discussed, among other things, are the upcoming resignation of Bill English from Point, the resignation of Stewart Brand as president, other matters related to admin, the planned musical The Last Whole Earth Catalog, proposals for international projects. The members' "Lists of "Like to see changed", or whatever, items", mentioned in the minutes, are also included.
- [210] *[Brand, Stewart], "History: Some of what happened around here for the last three years", Whole Earth Catalog (June, 1971). 6 pp. Photocopy. Box No. 2:1, Folder No. 1.*
A history of the first three years of American counterculture magazine Whole Earth Catalog, written by Stewart Brand, publisher of the magazine. Numbered sticky notes [inserted by JS] put each column of the article in order.
- [211] *Brown, Patricia Leigh, "A New Sphere" from the "Styles of The Times", The New York Times (New York, NY, January 9, 1994). pp. 1-10. Box No. 2:1, Folder No. 1.*
An article in the "Styles of The Times" section of The New York Times about "the Millennium Whole Earth Catalog - the forthcoming sequel to" The Whole Earth Catalog" which looks back on the history of The Whole Earth Catalogue and how The Millennium Whole Earth Catalog will differ. The article is on p. 1 and p. 5.
- [212] *Austin, Richard, "POINT MEETING" (San Francisco, CA: November 21, 1973). pp. 16-25. Photocopy. Box No. 2:1, Folder No. 1.*
The minutes of a meeting of the Board of Directors of Point. Discussed, among other things, are a report from Stewart Brand "on the energy crisis", ideas on new board members and "Gay Luce's Holistic Health Program".
- [213] *Phillips, M. [Michael?], "The Most Creative Extraordinary People" (July, 1972). pp. 443. Photocopy. Box No. 2:1, Folder No. 1.*
A document detailing the process of acquiring the names of 2111 of "the most creative and extraordinary people" and their distribution across the US, starting with Wendell Phillips, Charles Roll and Stewart Brand.
- [214] *Phillips, Michael, "May-June Agent's Report" (July 17, [1972?]). pp. 444-446. Photocopy. Box No. 2:1, Folder No. 1.*
A report by Michael Phillips to "Alice, Tony, Maggie, and Carolyn" of Point, which discusses "the Inverness conference" for "the people who are involved in the nationwide campaign to make corporations more responsive", the progress of a project "to develop a model of studying sex", and a project to compile a list of "creative people" such as Stewart Brand.
- [215] *Phillips, Michael, letter to "POINT Board and Beloved Kibbitzers" (Menlo Park, CA: September 9, 1972). pg. 447. Photocopy. Box No. 2:1, Folder No. 1.*

- A “letter” from Michael Phillips to the “POINT Board” which serves as a list of expenditures accumulated by Michael Phillips in the course of “the first six months” in his position of board member at Point.
- [216] *Phillips, Michael, letter to “POINT Board” (October 5, 1972). pg. 448 Photocopy.* Box No. 2:1, Folder No. 1.
A letter from Michael Phillips to the “POINT Board” which discusses Phillips’ feelings regarding the report keeping of the other board members of Point and “market research done by G. E.” to try “to find out future needs of the American housewife”.
- [217] *Raymond, Richard H., “PROGRESS REPORT” (September, 1972). pg. 472 Photocopy.* Box No. 2:1, Folder No. 1.
A memo from Richard Raymond to the “POINT BOARD” offering Raymond’s perspective on Point and the expenditures he’s accumulated during his time as board member of Point.
- [218] *Ayres, Toni, “San Francisco Sex Information” (July 6, 1972). pg. 481 Photocopy.* Box No. 2:1, Folder No. 1.
A memo from Toni Ayres to the “Members of P.O.I.N.T.” about “‘creating” the San Francisco Sex Information“, a project aimed at ”uplifting ... sexual repression”.
- [219] *Rubenstein, Maggi, “San Francisco Sex Information” (July 19, 1972). pg. 482. Photocopy.* Box No. 2:1, Folder No. 1.
A memo from Maggi Rubenstein to the “P.O.I.N.T. Board” about the San Francisco Sex Information.
- [220] *Carolyn [?], “San Francisco Sex Information” (July 1972). pp. 484-485. Photocopy.* Box No. 2:1, Folder No. 1.
A memo from Carolyn [?] to the board of /point about the San Francisco Sex Information.
- [221] *No author, “Futureland” (Kyoto, Japan: August 12, 1973). pp. 372-373. Photocopy.* Box No. 2:1, Folder No. 1.
A letter to Richard Raymond about an imagined utopian-like “Futureland”, which the author argues is actually a description of “the good parts” of “Japan today [1973]”.
- [222] *Phillips, Michael, billing information to Point File (San Francisco, CA: July 12, 1973). pg. 368. Photocopy.* Box No. 2:1, Folder No. 1.
Billing information from Michael Phillips to “Point File”, announcing that “As of this date the following Board members are billing Point for their hourly time involved directly in Board activities”, including the rates.
- [223] *Phillips, Michael, “The International Committee for a New Planet” (San Francisco, CA: October 17, 1973). pg. 376. Photocopy.* Box No. 2:1, Folder No. 1.
A memo from Michael Phillips [to the Point board?] discussing his ideas to build a new planet which “would accomadate [sic] many people, maybe 50,000 to a million” and “would be assembled in earth orbit, and then leave”.

- [224] *No author, Buckminster Fuller: A Centennial Symposium & Celebration: July 14-16, 1995 (San Diego, CA: n.d. [1995?]). 4 pp. Booklet.* Box No. 2:1, Folder No. 1.
A programme for the centennial celebration of the birth of Buckminster Fuller, including a list of speakers and a “Breakdown of Seminars and Discussions”.
- [225] *No author, “Registration Form” (San Diego, CA: n.d. [1995?]). 1 pg.* Box No. 2:1, Folder No. 1.
A registration form for “Buckminster Fuller: A Symposium & Celebration, July 14-16, 1995”.
- [226] *No author, letter (Santa Barbara, C: Buckminster Fuller Institute, n.d. [early 1995?]). 1 pg.* Box No. 2:1, Folder No. 1.
A letter produced by the Buckminster Fuller Institute outlining a list of events occurring 1995-1996, mostly in celebration of the centenary of Buckminster Fuller’s birth.
- [227] *Boer, Steve, letter to Kleiner, Art (June 9, 1995). 1 pg. Annotated on the reverse.* Box No. 2:1, Folder No. 1.
A handwritten letter on Zomeworks Corporation headed paper, from Steve Baer [sp?] to Art Kleiner asking Kleiner to “give credit to Benny Hickman as well as me for the alloy conferences”. On the reverse is a handwritten note giving the contact details for Robert Stains.
- [228] *Fulton, Katherine, “Always Two Steps Ahead: Is Stewart Brand the Least Recognized, Most Influential Thinker in America?”, Los Angeles Times Magazine (Los Angeles, CA, October 30, 1994). Corner stapled. pp. 14-19, 36-38 + 40. Photocopy.* Box No. 2:1, Folder No. 1.
A profile of Stewart Brand in Los Angeles Times Magazine, discussing, among other things, The Whole Earth Catalog and the way in which, “For 25 Years, This Writer-Gadfly-Futurist Has Reinvented Himself - and Shaped How We Live”.
- [229] *Los Angeles Times Magazine (Los Angeles, CA, October 30, 1994). 45 pp. Saddle stitched. Original magazine.* Box No. 2:1, Folder No. 1.
The October 30, 1994 edition of Los Angeles Times Magazine, including the article “Always Two Steps Ahead: Is Stewart Brand the Least Recognised, Most Influential Thinker in America?”
- [230] *DeVarco, Tony, “Welcome Letter” (Santa Barbara, CA: Buckminster Fuller Institute, n.d. [1994?]). 1 pg.* Box No. 2:1, Folder No. 1.
A letter to a presumably new member of the Buckminster Fuller Institute [Art Kleiner?], signed by Tony DeVarco, Executive Director, welcoming him/her “to the ever-widening group of associates actively involved with the Fuller Information Exchange Network”.
- [231] *No author, “DymaxionTM Information Packet: Introduction to R. Buckminster Fuller” (Buckminster Fuller Institute, 1992). 13 pp.* Box No. 2:1, Folder No. 1.

An “Information Packet” which discusses Buckminster Fuller’s life and influence, including a series of quotes on Fuller by different people such as Ronald Reagan and Indira Gandhi, a “Glossary”, and a list of “Related Sources”.

- [232] *Trimtab: Bulletin of the Buckminster Fuller Institute, Vol. 8, No. 3 & 4 (Santa Barbara, CA: Buckminster Fuller Institute, Autumn/Winter, 1994).* Box No. 2:1, Folder No. 1.
Vol. 8, No. 3 & 4 of Trimtab: Bulletin of the Buckminster Fuller Institute, including, among others, articles on the Buckminster Fuller Institute’s move to Santa Barbara, “New Dymaxion Artefacts”, and the “Buckyball”, a type of molecule named after Buckminster Fuller due to its shape resembling the geodesic dome, invented by Fuller.
- [233] *No author, “Basic Biography” (Santa Barbara, CA: Buckminster Fuller Institute, n.d.). 72 pp.* Box No. 2:1, Folder No. 1.
A “Basic Biography” of Buckminster Fuller, including, among other things, a list of his honorary degrees, awards, publications and patents.
- [234] *No author, “Please Note: These New Catalog Prices on the Following Items as of September 15, 1994”, “New 1994 Dymaxion™ Artefacts”, “New Offerings from Design Science Toys, Inc !”, and “Additional Dymaxion™ Artefacts” ([Santa Barbara, CA: Buckminster Fuller Institute], n.d. [1994?]). 4 pp.* Box No. 2:1, Folder No. 1.
Part of a catalogue of Dymaxion™ products, as produced and sold by the Buckminster Fuller Institute.
- [235] *No author, “Dymaxion Artefacts Catalog: New Offerings” ([Santa Barbara, CA:] Buckminster Fuller Institute, n.d. [1994?]). 8 pp.* Box No. 2:1, Folder No. 1.
A catalogue of Dymaxion™ products, as produced and sold by the Buckminster Fuller Institute. Includes an order form.
- [236] *No author [Herbert, Anne?], “Let’s support Hazel O’Leary” (n.d. [1994?]). 2 pp.* Box No. 2:1, Folder No. 2.
A document giving support to “Hazel O’Leary, African-American women & Secretary of Energy” after she “opened up the records” of the Department of Energy to unearth evidence that “In the forties, fifties and sixties, the US government sponsored radiation experiments on people who didn’t know what was being done to them.”
- [237] *Herbert, Anne, “Thanksgiving and other touching little moments of brutality” (n.d. [1994?]). 9 pp.* Box No. 2:1, Folder No. 2.
A draft of a document by Anne Herbert about racism, talking to African Americans about racism, men’s attitude to feminism, and Thanksgiving.
- [238] *No author, “Radiation meets Random Kindness: Anne Herbert talking with Secretary of Energy Hazel O’Leary at the January 11, 1994 Department of Energy public hearing in San Francisco” (n.d. [January 11, 1994?]).* Box No. 2:1, Folder No. 2.
A transcript of a brief talk between Anne Herbert and Hazel O’Leary, US Secretary of Energy, in which Herbert thanks O’Leary “for some specific words you’re [O’Leary] reported as saying in The New York Times.”

- [239] *Herbert, Anne, "Handy Tips on How to Behave at the Death of the World" (Berkeley, CA: 1994). 2 pp. Box No. 2:1, Folder No. 2.*
A document about how human beings should behave when faced with the end of the world.
- [240] *Herbert, Anne, "Handy Tips on How to Behave at the Death of the World" (Berkeley, CA: 1994) and Herbert, Anne, "John Kennedy, Polly Klaas and the Mysterious Death of White People (Berkeley, CA: 1993). 8 pp. Box No. 2:1, Folder No. 2.*
Two documents by Anne Herbert. For the first see previous document in Box 2 Folder 25. The second, "John Kennedy, Polly Klaas..." asks the question "How can white people die?" and looks at what the author perceives as the [mock-?]incredulous notion of death to white people who, as white people, are "a beneficiary of the practice of human sacrifice."
- [241] *Herbert, Anne and Pavel, Margaret M., "Women in Circles on May Day" (Berkeley, CA: n.d. [1994?]). Box No. 2:1, Folder No. 2.*
A piece of writing [prose poem?] about women sitting together in circles on May Day.
- [242] *Herbert, Anne, "'You don't know what it means to be bored.'" (Berkeley, CA: 1993). 3 pp. Box No. 2:1, Folder No. 2.*
A document about what the author refers to as "the lesbian conversation", a discussion between women about saving the planet apart from "White men with power".
- [243] *Moore, Fred, no title (February 28, 1972) and Moore, Fred, "More Loose Notes" (January 21-March 1 [1972?]). pp. 372- 383. Box No. 2:1, Folder No. 2.*
Two documents by Fred Moore. The first is a letter "To Dick [Richard Raymond] and Point Agents" outlining Moore's confusion over his role as a Point agent and his thoughts on the use of money related to "new values: giving, sharing, caring, trusting, loving, etc." The second document is a series of notes going from January 21 to March 1 [1972?] outlining and reflecting on a series of ideas for Point activities.
- [244] *Forrester, Jay W., "A New Corporate Design", Industrial Management Review, Vol. 7, No. 1 (Cambridge, MA, Fall, 1965). pp. 5-17. [Reprint?]. Box No. 2:1, Folder No. 2.*
An article by Jay W. Forrester in the Industrial Management Review which addresses the "Basis for a New Organization" and outlines a series of eleven characteristics which such an organization should have: "Elimination of the Superior-Subordinate Relationship", "Individual Profit Centers", "Objective Determination of Compensation", "Policy Making Separated from Decision Making", "Restructuring Through Electronic Data Processing", "Freedom of Access to Information", "Elimination of Internal Monopolies", "Balancing Reward and Risk", "Mobility of the Individual", "Enhanced Rights of the Individual" and "Education Within the Corporation", before offering an "Analogy to National Economic Structure" and a note on "Implementation of These Proposals".

- [245] *Keough, Mark and Doman, Andrew, "Great achievements: The CEO as organization designer", The McKinsey Quarterly, No. 2 (1992). pp. 3-30. [Reprint?].* Box No. 2:1, Folder No. 2.
An article in The McKinsey Quarterly which contains the transcript of an interview with Jay W. Forrester regarding system dynamics, and a brief overview of the history of system dynamics, "How system dynamics came to be".
- [246] *Forrester, Jay W., "Reconsidering "A New Corporate Design"" (February 3, 1993), in Halal, William, Geranmayeh, Ali and Pourdehnad, John, Internal Markets: How to Bring Free Enterprise Inside the Organization (New York, Wiley, 1993) 13 pp.* Box No. 2:1, Folder No. 2.
A paper [chapter?] by Jay W. Forrester for Internal Markets: How to Bring Free Enterprise Inside the Organization (New York, Wiley, 1993), a book edited by William Halal, Ali Geranmayeh, and John Pourdehnad, in which the author re-examines his earlier article, "A New Corporate Design".
- [247] *Stipp, David, "Stewart Brand: The Electric Kool-Aid Management Consultant", Fortune (October 16, 1995). pp. 159-172.* Box No. 2:1, Folder No. 2.
A profile of Stewart Brand in Fortune magazine.
- [248] *Maanen, John Van, Schein, Edgar H., Bailyn, Lotte, "The Shape of Things to Come: A New Look at Organizational Careers" from Hackman, J. R., Lawler, E. E and Porter, L. W. (eds.), Perspectives on Behavior in Organizations (New York, NY: McGraw-Hill, 1977). pp. 153-162. Photocopy.* Box No. 2:1, Folder No. 2.
A chapter of Perspectives on Behaviour in Organizations which studies "the way careers actually develop" with the view "that by using the career as a fundamental unit of study and action, we will be able to learn substantially more about why people in organizations behave as they do and, more critically, discover how to do something about it."
- [249] *Schein, Edgar H., "Some Implications of the Behavioral Sciences for the Process of Management" (January 11, 1965). 11 pp.* Box No. 2:1, Folder No. 2.
A talk Edgar Schein gave to Shell about the importance and nature of change, especially "in the area of human relations", and what the author sees "to be some of the major changes which ... have taken place in the last several decades in some of our assumptions". Section headings include "Changing Assumptions about the Nature of Man", "Changing Assumptions about the Nature of Group" and "Changing Assumptions about the Nature of Change".
- [250] *Lesh, Donald R., "Memorandum" (Washington DC: Potomac Associates, Inc., June 15, 1972). 8 pp. Photocopy.* Box No. 2:1, Folder No. 2.
A memo from Donald R. Lesh to the Potomac Associates Board about what Lesh calls "The Non-Official Stockholm Conference", where "Stockholm, for the two weeks of the United Nations Conference on the Human Environment has become a time to do your own thing, and virtually ev-

ery organization, movement, group, party, and alliance you can think of is busily doing just that,” looking at “the major groups active on the unofficial side of the Stockholm Conference” and the way that The Limits to Growth and the Club of Rome has been represented in this environment.

- [251] *No author, “Declaration on the Human Environment (Adopted by the United Nations Conference on the Human Environment, Stockholm, 16 June 1972; see U.N. General Assembly Resolutions 2994/XXVII, 2995/XXVII and 2996/XXIII of 15 December 1972)”, United Nations (December 15, 1972). 6 pp. Box No. 2:1, Folder No. 2.*

A declaration by the United Nations as a result of “The United Nations Conference on the Human Environment” and the consideration for “the need for a common outlook and for common principles to inspire and guide the peoples of the world in preservation and enhancement of the human environment”, which consists of a seven point proclamation about the nature of man, his environment and his future, and a list of 26 “Principles” which aim to deal with the environmental issue.

- [252] *Weston, Diane McGinty, Organizational Learning in Practice (SRI International, 1994). 29 pp. Thermal bound. Box No. 2:1, Folder No. 2.*

A report which “introduces the concepts and issues in organizational learning [OL]... addressing the concerns of senior executives considering organizational learning as a strategy for competitive advantage” by exploring “the framework for OL, which includes the principles that guide OL decisions and actions, the context that gives meaning to those actions, the practices for integrating OL with everyday work, and the structural design and cultural infrastructure to support the principles and practices ... [and] also describes the several basic principles that underlie every practice in OL; the specific practices, techniques, and tools for integrating learning in the workplace; and the infrastructure that supports the principles and practices ... [and] gives numerous examples of how companies are applying OL principles and tools.”

- [253] *No author, “Where executives tear off the masks: NTLs training labs are helping businessmen to see themselves as others do”, Business Week (September 3, 1966). pp. 76-78 + 83. Photocopy. Box No. 2:1, Folder No. 2.*

An article in Business Week which looks at T-Groups, workshops for businessmen and other professionals, run by the National Training Laboratory.

- [254] *Schein, Edgar H., “The Problem of Moral Education for the Business Manager”, Industrial Management Review, Vol. 8, No. 1, (Fall, 1966). pp. 3-14. [Reprint?]. Box No. 2:1, Folder No. 2.*

An article by Edgar Schein in Industrial Management Review in which the author defines and describes “moral education” and how this should relate to business managers.

- [255] *Schein, Edgar H., “The Academic as Artist: Personal and Pro-*

- fessional Roots*” (October, 1990). 42 pp. Box No. 2:1, Folder No. 2.
- An autobiographical essay by Edgar Schein in two parts. The first part explores “the connection between [Schein’s] academic work and background” whilst in the second part the author speculates “about the nature of creativity and how it plays itself out in a career”.
- [256] *Brown, Patricia Leigh, “A New Sphere” from “Styles of The Times”, The New York Times, (New York, NY, January 9, 1994). 5 pp. Photocopy. Box No. 2:1, Folder No. 2.*
- An article in the “Styles of The Times” section of The New York Times about “the Millenium Whole Earth Catalog - the forthcoming sequel to” The Whole Earth Catalog” which looks back on the history of The Whole Earth Catalogue and how The Millenium Whole Earth Catalog will differ. This item is essentially the same as Box 2 folder 8.
- [257] *Luthans, Fred, “Conversation with Edgar H. Schein”, Organizational Dynamics (1989). pp. 60-76. Saddle stitched. Reprint. Box No. 2:1, Folder No. 2.*
- An interview with Edgar Schein which appeared in Organizational Dynamics which explores Schein’s background, the question “What is the state of the art of organization development and change?”, “organizational culture”.
- [258] *Rogers, Carl, “The Group Comes of Age”, Psychology Today (December, 1969). pp. 27-32 + 78-79. Box No. 2:1, Folder No. 2.*
- An article in Psychology Today about what’s involved in a T-group workshop, examining one element at a time including “Resistance”, “Revealing Self”, “Healing Capacity”, “Self-Change” and “Confrontation”.
- [259] *Collyns, Napier, Fuller, Robert, Remy, Danica and Brand, Stewart, an [online?] conversation (Feb-13-14 [1989?]). 1 pg. Annotated throughout. Box No. 2:2, Folder No. 1.*
- An [online?] conversation between Napier Collyns, Robert Fuller, Danica Remy and Stewart Brand regarding Peter Drucker’s description of T-Groups as “morally indefensible and bitterly resented”.
- [260] *Elgin, Duane, Awakening Earth: Exploring the Evolution of Human Culture and Consciousness (William Morrow & Company, Inc., 1993). 1 pg. Dust jacket. Box No. 2:2, Folder No. 1.*
- A copy of the dust jacket of the book Awakening Earth: Exploring the Evolution of Human Culture and Consciousness by Duane Elgin, including a biography of the author and the contents page of the book.
- [261] *“A Review Elgin, Duane Awakening Earth: Exploring the Evolution of Human Culture and Consciousness”, in Future Survey, Vol. 15, No. 10, (October 1993). 1 pg. Photocopy. Box No. 2:2, Folder No. 1.*
- A review, appearing in Future Survey, of Awakening Earth: Exploring the Evolution of Human Culture and Consciousness by Duane Elgin which largely summarises the book.
- [262] *No author, handwritten notes. 8 pp. Box No. 2:2, Folder No. 1.*

- Miscellaneous handwritten notes, including mention of Arnold Mitchell and Duane [Elgin].
- [263] *No author, printout largely in programming language with bibliographic records for articles, etc, by Willis Harman. 1 pg. Annotated throughout.* Box No. 2:2, Folder No. 1.
A printout largely in programming language with bibliographic records for articles, etc, by Willis Harman. Various sections circled in pen with handwritten notes.
- [264] *No author, handwritten notes. Loose sheets. 4 pp. Two of the sheets are post it notes, stuck together to the third sheet. The fourth sheet, the remains of a fairly large envelope covered in handwritten notes, is separate.* Box No. 2:2, Folder No. 1.
Two post it notes, a sheet, and the remains of a fairly large envelope, all with handwritten notes relating to Willis Harman and his experiments with LSD. Herman Kahn and Peter Schwartz are also mentioned.
- [265] *Elgin, Duane, letter [email?] to Art Kleiner (November 20, 1991). 1 pg.* Box No. 2:2, Folder No. 1.
A letter [email?] from Duane Elgin to Art Kleiner following their meeting about The Age of Heretics, in which Elgin gives an overview of seven “areas of heresy” his work has encompassed.
- [267] *No author, “Summer Kamp Schedule” ([June 25, 1992]). 2 pp.* Box No. 2:2, Folder No. 1.
A schedule for “Ordinary Self Day” at a summer camp, [run by VALS (Values and Lifestyles)?], including “Yoga”, “The Dream Process Collage for the Non-Dreamer”, “The Inner Patriarch” etc. On the verso is an outline of “The Mission of the VALS Program . . . to exert a positive and creative force in the evolution of the American culture.”
- [268] *[Spengler, Marie?], letter to Art Kleiner (July 4, 1992). 2 pp.* Box No. 2:2, Folder No. 1.
A handwritten letter on Hopper Inc. headed paper from [Marie Spengler?] to Art Kleiner about the writer’s attempts to gather material for Kleiner relating to VALS.
- [269] *No author, “News Release” (Menlo Park, CA: Stanford Research Institute, 1977). 1 pg.* Box No. 2:2, Folder No. 1.
A “news release” about “a forthcoming executive briefing session entitled “Changing Values and Business Planning“ to be sponsored by . . . SRI”.
- [270] *Spengler, Marie, “Draft” (June, 1982). 3 pp. Annotated throughout.* Box No. 2:2, Folder No. 1.
A draft of reflections on “this exploration called the VALS Program.”
- [271] *No author, “1983 VALS Conference: Making Values Valuable: November 10-11, 1983: Program” (Menlo Park, CA: Stanford Research Institute, November 1983). 4 pp. Photocopy.* Box No. 2:2, Folder No. 1.
A programme for the “1983 VALS Conference: Making Values Valuable”, including sessions held by Marie Spengler, Arnold Mitchell and Jay Ogilvy, amongst others. Also includes brief biography of speakers.

- [272] *Spengler, Marie, "A Message from Marie Spengler, Director of VALS", VALS Bulletin (December 1983). 2 pp. Box No. 2:2, Folder No. 1.*
An introductory page to Bulletin (a publication of VALS) including a list of contents [incomplete?], followed by "A farewell from Marie Spengler" who resigned "as Director of VALS at the end of 1983", in which Spengler reflects on her time at VALS and introduces her successor, Gloria Esdale.
- [273] *No author [Mitchell, Arnold?], Life Ways and Life Styles: A research report by the Long Range Planning Service (Menlo Park, CA: Stanford Research Institute, 1973). 45 pp. Photocopy. Box No. 2:2, Folder No. 1.*
A report by the Long Range Planning Service at Stanford Research Institute which aims "to analyze major clusters of values observed in the U.S. today, to forecast their evolution during the coming 15-20 years, and to probe general implications for society and business. The study is built around six ways of life that characterize current America." The business card of Catharine M. Way (Corporate Communications) of SRI International, is stapled to the front cover with a handwritten note [to Art Kleiner?].
- [274] *Mitchell, Arnold, Logothetti, Thomas J., and Kantor, Robert E., An Approach to Measuring Quality of Life (Menlo Park, CA: Stanford Research Institute, September 1971). 81 pp. Photocopy. Box No. 2:2, Folder No. 1.*
A paper prepared for the Stanford Research Institute Research and Development Program which "presents a preliminary conceptual approach to measuring the quality of life (QOL) in the United States of the 1970s" including appendices which "discuss selected aspects of the need levels [measured 1-5 on a scale for each person] and outline some uses of QOL studies."
- [275] *Wijkman, Anders, "BPPS Retreat" (June 3, 1997). 3 pp. Box No. 2:2, Folder No. 1.*
Information about the UNDP [United Nations Development Programme?] retreat, 1997, presented under the following section headings: "Background", "Major Challenges", "Budget", "What to Expect from the Retreat" and "Next Steps". The title "BPPS Retreat" has been circled, and "BPPS" replaced with "UNDP".
- [276] *Elgin, Duane S. and Bushnell, Robert A., "The Limits to Complexity: Are Bureaucracies Becoming Unmanageable?", The Futurist, Vol. XI, No. 6 (December, 1977). pp. 337-349. Photocopy. Box No. 2:2, Folder No. 1.*
An article by Duane Elgin and Robert Bushnell in The Futurist about the tendency for social systems "to decline in performance as they become bigger, more complex, and increasingly incomprehensible." p. 345 is a study on the "Four Stages of Growth of Bureaucracies".
- [277] *Hawken, Paul, "The Frontier of the Future", New Age(n.d. [1978?]). pp. 48-57 + 68-71. Photocopy. Box No. 2:2, Folder No. 1.*

An interview with Peter Schwartz, “a futurist at the Centre for the Study of Social Policy at Stanford Research Institute”, which appeared in *New Age*, which focuses on futurism, its value, and “the role of futurists”.

- [278] *No author, “Microprocessors Herald the ”Information Age””, New Age, (n.d. [1979?]). pp. 12-13. Photocopy. Annotated throughout. Box No. 2:2, Folder No. 1.*

A short article in *New Age* about the “Information Age” that will come with “the computer revolution” as predicted by “Dr. Les Ernest of Stanford University” and “Peter Schwartz, a futurist at the Stanford Research Institute”. Also included on p. 13 is the article “Singing Out against the Nukes”, which does not seem to be directly relevant to this collection.

- [279] *Ingrasci, Rick and Taylor, Peggy, “The Death of the Presidency: A New Age Interview with Jay Ogilvy”, New Age(n.d. [1980?]). pp. 46-51. Photocopy. Box No. 2:2, Folder No. 1.*

An interview with Jay Ogilvy in *New Age*, which discusses Ogilvy’s expression “The presidency is dead”, which Ogilvy uses to talk about the change in structure of American society which he sees as rendering the presidency obsolete, and the tension this is causing in society.

- [280] *Elgin, Duane and Mitchell, Arnold, “Voluntary Simplicity”, Business Intelligence Program, No. 1004 (Menlo Park, CA: Stanford Research Institute, June, 1976). pp. 1-16. Photocopy. Box No. 2:2, Folder No. 1.*

An article in Business Intelligence Program, produced by Stanford Research Institute, which examines “voluntary simplicity (VS)”, “A major trend toward living simply and frugally [which] appears to be developing in the U.S.”, with an attempt “to define the rationale, dimensions, and qualities of voluntary simplicity as it exists today and may change during the coming decades.”

- [281] *Schwartz, Peter and Ogilvy, James, “The Emergent Paradigm: Changing Patterns of Thought and Belief”, VALS Report, No. 7 (Menlo Park, CA, April, 1979). v + 62 pp. Photocopy. Box No. 2:2, Folder No. 1.*

An “Analytical Report” of the “Values and Lifestyles Program”, run by VALS, which explores “a fundamental shift in basic beliefs and assumptions about the nature of things and the human condition” and aims “to provide a framework for understanding” this shift.

- [282] *Ogilvy, Jay, “Nature, Spirit, and Technology”, Schwartz, Peter, “Social Ecology and Evolution: Following Nature’s Way” and Lee, Paul, “The Vital World of Nature”, from “Notes on the Nature of Nature”, New Age(n.d. [1977?]). pp. 50-57. Box No. 2:2, Folder No. 2.*

Three articles in *New Age* about “Nature” and how it is defined.

- [283] *Michael, Donald N., “The Search for Values in the Information Age”, Western City, Vol. LXIV, No. 9 (Sacramento, CA, September 1988). pp. 10-11, 13-14 + 17-18. Photocopy. Box No. 2:2, Folder No. 2.*

An article by Don Michael in *Western City* which looks at the effect of the “Information Age”, the way in which it “has led us to an ever-increasing sense that things are out of control, less certain”, and how we can develop “a systemic ethic for this high-information age” when “we as a society lack values appropriate for a systemic world”.

- [284] *Kimball, Robert J. and Kersten, Teresa E. (eds.), Bulletin: Leading Edge Studies, No. 43, (Menlo Park, CA: SRI International, February, 1983). 8 pp. Box No. 2:2, Folder No. 2.*

An issue of *Bulletin* which updates “our work and plans for VALS Program Element 1, Leading Edge Studies,” headed by Arnold Mitchell. Also attached is a “Leading Edge Studies Subscription Form” to “subscribe to VALS Leading Edge Studies (PE-1) at a cost of \$24,000.”

- [285] *Kimball, Robert J. and Kersten, Teresa E. (eds.), Bulletin: Market Research Data Base: VALS/SMRB, No. 44 (Menlo Park, CA: SRI International, March 1983). Box No. 2:2, Folder No. 2.*

An issue of *Bulletin* which takes “an in-depth look at each program element of SRI International’s Values and Lifestyles (VALS) Program”, in this instance focusing on “Program Element 2, Market Research Data Base, VALS/SMRB”.

- [286] *No author, “A Few Quotes About VALS” (Menlo Park, CA: SRI International, n.d.). 1 pg. Box No. 2:2, Folder No. 2.*

A VALS headed document containing quotes about VALS by executives from various companies.

- [287] *No author, “Previously published VALS Reports” ([Menlo Park, CA: SRI International,] n.d.). 1 pg. Box No. 2:2, Folder No. 2.*

A list on VALS headed paper of 39 reports and four working papers published by VALS.

- [288] *No author, “Partial VALS Membership List” (Menlo Park, CA: SRI International, March, 1983). Box No. 2:2, Folder No. 2.*

A list on VALS headed paper of some of VALS’s members.

- [289] *No author, Magazine: Newsletter of Research: “VALS - As a Media Evaluation Tool”, No. 40 (New York, NY: Magazine Publishers Association, October 1982). 7 pp. Saddle stitched. Box No. 2:2, Folder No. 2.*

An issue of *Magazine: Newsletter of Research* which focuses on the use of VALS as a marketing tool, with an in-depth look into the demographics and other factors behind the “Types” described by VALS.

- [290] *Yovovich, B. G., “Polishing new research tools for the future” and Yovovich, B. G., “It’s 1982 - do you know what your values are?”, Advertising Age (October, 1982). pp. M26-M31. Photocopy. Box No. 2:2, Folder No. 2.*

Two articles from *Advertising Age* about the use of VALS “to probe the hearts and minds of consumers”, presented under the rubric “Market/Advertising Research”. The second article also looks at “Claritas Corp.’s PRIZM”, a “geo-demographic research effort” similar to VALS.

- [291] *Meyers, William, "What's New in Consumer Research: Of Belongers, Achievers, Survivors et al.", The New York Times (New York, NY, December 5, 1982), Howard, Niles, "A New Way to View Consumers", Dun's Review (August, 1981), no author, "Security Pacific Finds 'Qualitative Quadrant' Through Values & Life-Styles Study", ADWEEK/West (July 28, 1980), Giges, Nancy, "Why Y&R took bull out of the herd...", Advertising Age (November 9, 198[1?]), Itow, Laurie, "What your values tell advertisers you'll buy", S.F. Sunday Examiner & Chronicle (June 27, 1982) and Itow, Laurie, "How much VALS costs its users", S.F. Sunday Examiner and Chronicle (June 27, 1982). 9 pp. Photocopy. Box No. 2:2, Folder No. 2.*
Six articles from a variety of publications all relating to the use of VALS in consumer research.
- [292] *No author, "VALS-Values and Lifestyles of Americans: What VALS Is" (n.d. [early 1980s?]). 26 pp. Box No. 2:2, Folder No. 2.*
A document defining VALS as "a way of viewing people based on their attitudes, needs, wants, beliefs, and demographics", which explores the "types" described by VALS, the "Underlying Principles" of VALS, some "generalized uses" of VALS, such as "Market Research", "Strategic Planning", "Advertising", etc, and the "Implications for Society" that this all entails.
- [293] *No author, "Study of Media & Markets Plus SRI International's Values & Lifestyles (VALS) Program" (New York, NY: Simmons Market Research Bureau, Inc., n.d. [early 1980s?]). Box No. 2:2, Folder No. 2.*
A leaflet which gives an overview the use of "market segmentation" over "the last 25 years" and the move to "VALS segmentation", and outlines "The VALS Segments".
- [294] *No author, "VALS: Values and Lifestyles Program: understanding changing values and lifestyles for better decision making." (Menlo Park, CA: Stanford Research Institute, n.d.). 13 pp. Saddle stitched. Box No. 2:2, Folder No. 2.*
A booklet in which "SRI International... announces a three-year program [VALS] offering corporate decision makers the data, understanding, and methods needed to capitalize on the accelerating changes in values and lifestyles of Americans" and outlines this program.
- [295] *No author, "VALS: Values and Lifestyles Program" (Menlo Park, CA: SRI International, n.d.). 8 pp. Saddle stitched. Box No. 2:2, Folder No. 2.*
An informative booklet about VALS, including "How to get Started in VALS" and "VALS Individual Program Elements".
- [296] *Atlas, James, "How Madison Avenue knows who you are and what you want: Beyond Demographics", The Atlantic Monthly (October, 1984). pp. 49-56. Annotated throughout. Box No. 2:2, Folder No. 2.*
An article in The Atlantic Monthly about the workings of VALS and its impact on market research.

- [297] *Caruana, Stephanie, "A Skeleton Key to the Gemstone File", City of San Francisco (San Francisco, CA, September 9, 1975). pp. 17-18. Photocopy. Box No. 2:2, Folder No. 2.*
An article in City of San Francisco about The Gemstone File, a document which purports to reveal the truth about a conspiracy involving Joseph, Robert and John Kennedy, Aristotle Onassis, and the mafia, and its author, Bruce Roberts.
- [298] *Hochschild, Adam (ed.) "So, Mr. Carter, Want to Change America? Here's How", Mother Jones (April, 1977). pp. 28-39. Photocopy. Annotated throughout. Box No. 2:2, Folder No. 2.*
An article in Mother Jones about the potential for the government to move leftward with the arrival of new President James Carter. After an introduction the article examines this subject in five separate areas: "Economic Justice", "The Military", "Foreign Policy", "Conserving Energy" and "Good Housing".
- [299] *No author, "Sixties Update", New Age Journal (n.d. [January, 1976?]). 1 pg. Photocopy. Annotated throughout. Box No. 2:2, Folder No. 2.*
A brief article about "those who emerged from the counter culture as media heroes and spokes-persons for the mythical sixties" and what became of them, broken into three categories: "White Radicals" such as Abbie Hoffman and Jerry Rubin, "Panthers", such as Bobby Seale, Huey Newton and H. Rap Brown, and "Non-Politics", including Timothy Leary, Richard Alpert and Allen Ginsberg.
- [300] *Rubin, Jerry, "Can a Las Vegas Gambler save my life?", New Age Journal (n.d.). pp. 14-21. Photocopy. Box No. 2:2, Folder No. 2.*
An article in New Age Journal by Jerry Rubin about his life since the 70s, including an account of his experiences with "psychic therapy".
- [301] *No author, "Politics & Consciousness", New Age Journal (n.d. [January, 1976?]). pp. 14-21. Photocopy. Box No. 2:2, Folder No. 2.*
The transcript of a radio interview with Jerry Rubins, hosted by Michael toms and Wil Noffke, which appeared in New Age Journal. The interview focuses on Rubin's past, present, and spirituality.
- [302] *Hennessee, Judith, "Dropping Down: Is Lowering Your Career Expectations the Way to Raise Your Political Consciousness?", Mother Jones (August, 1977). pp. 14-17 + 58-60. Photocopy. Box No. 2:2, Folder No. 2.*
An article in Mother Jones about people who let go of "power" and influential positions in order to "carry on the political ideals of the counterculture bravely and alone, virtually without reward and without guideposts".
- [303] *Henderson, Carter, "Visions: 1984 and Beyond", New Age(n.d. [1978?]). pp. 12-15 + 94-95. Photocopy. Box No. 2:2, Folder No. 2.*

An article in *New Age* under the rubric “Voluntary Simplicity” which explores the notion that “Those who pursue lives of voluntary simplicity will have an easier time getting through the next quarter-century”, and how “In the future, Americans must learn to live with increasing scarcity”.

- [304] *Satin, Mark, “80 Ways to Lead a Simpler Life”, New Age (n.d. [1978?]). pp. 42-47. Photocopy. Box No. 2:2, Folder No. 2.*

An article in *New Age* under the rubric “Voluntary Simplicity” which offers eighty suggestions on how to “lead a simpler life”, broken down into the following sections: “First Steps”, “Food”, “Clothing”, “Shelter”, “Solid Waste”, “Transportation”, “Health”, “Fun and Fulfillment”, and “Work”.

- [305] *White, Cristin, “The Work Book: Get Paid for Doing What You Want”, New Age (n.d. [1978?]). pp. 48-53. Photocopy. Box No. 2:2, Folder No. 2.*

A piece in *New Age* which serves as a work book with “practical exercises you can use to become more open and energized”, such as listing “fifty experiences in which you felt harmony, fulfillment, or enjoyment”, and further inspecting ten of these experiences.

- [306] *Taylor, Peggy and Smith, Nancy DuVergne, “Living Rightly on the Earth: An Interview with Chinweizu”, New Age (n.d. [1978?]). pp. 54-57. Photocopy. Box No. 2:2, Folder No. 2.*

An interview between *New Age* and Chinweizu, a Nigerian poet, critic and journalist. Topics covered include Chinweizu’s views on “what is really wrong with the economy”, changing social values, population control, “voluntary simplicity” and how to “turn a culture around” to embrace new values.

- [307] *Smith, Adam, “How Should We Live Now?”, Esquire (July, 1981). pp. 14-16. Photocopy. Box No. 2:2, Folder No. 2.*

An article in *Esquire* about Michael Phillips, “a former vice-president of the Bank of California” and his book, *The Seven Laws of Money*.

- [308] *No author, “Briarpatch” [The Publisher?], (n.d. [1981?]). pp. 3-4 + 8. Photocopy. Box No. 2:2, Folder No. 2.*

A review of *The Briarpatch Book*, “made up of material from past issues of *Briarpatch Review*”, a magazine “by and about the people who are part of the Briarpatch Network ... who go into business to do something that seems worth doing, with ”profit“ no more than a synonym of survival”, of which Michael Phillips is an editor.

- [309] *Ferguson, Tim W., “Private, Public Economies Losing Horsepower: Business World”, The Wall Street Journal (New York, NY, May 7, 1991). pp. A23-A24. Box No. 2:2, Folder No. 2.*

An article in *The Wall Street Journal* on p. A23 seems to be the article relevant to this collection. This article explores the potential economic knock-on effect if Americans were to start buying less cars as a result of a “campaign against the solo driver”.

- [310] *Berry, Wendell, “Out of Your Car, Off Your Horse”, The Atlantic Monthly (February, 1991). pp. 61-64. Box No. 2:2, Folder No. 2.*

- An article in The Atlantic Monthly which offers "Twenty-seven propositions about global thinking and the sustainability of cities".
- [311] *Wagenheim, Jeff, "If Money Were No Object... ", New Age Journal (November/December, 1990). pp. 48-51, 94 + 96. Photocopy. Box No. 2:2, Folder No. 2.*
An article in New Age Journal about Joseph Dominguez and his nine step programme towards achieving financial independence. At least one page missing.
- [312] *Durning, Alan, "How Much is "Enough?"", World Watch (November/December, 1990). pp. 12-20. Box No. 2:2, Folder No. 2.*
An article in World Watch calling for "a simpler lifestyle based on sufficiency, not excess", an effort to build a sustainable world and to embrace voluntary simplicity.
- [313] *Spengler, Marie, handwritten notes (n.d.). 5 pp. Box No. 2:2, Folder No. 2.*
Five pages of handwritten notes by Marie Spengler about Arnold Mitchell.
- [314] *Auden, W. H., "The Labyrinth" [from unknown book] (n.d.). pp. 8-11. Photocopy. Annotated throughout. Box No. 2:2, Folder No. 2.*
A poem by W. H. Auden which imagines "Anthropos apteros" [the wingless man], lost and trying to seek purpose in a labyrinth, an allegory about man's search for purpose in life. p. 166 of The Age of Heretics by Art Kleiner describes how Harman Willis would read this poem with his students.
- [315] *["Mark"], typed and handwritten notes (n.d.). 2 pp. Box No. 2:2, Folder No. 2.*
A handwritten post it note from "M" [Oliver "Mark" Markley] with information about Christina Madr, and the second page of a typed letter with notes for Art Kleiner mentioning Joseph Campbell, Willis Harman and Peter Schwartz, hand signed by "Mark" with a handwritten note at the bottom of the page.
- [316] *No author [Kleiner, Art?], handwritten notes (n.d.). 1 pg. Box No. 2:2, Folder No. 2.*
A lined A4 sheet of handwritten notes about Peter Schwartz and Willis Harman.
- [317] *No author [Kleiner, Art?], handwritten notes (n.d.). 1 pg. Box No. 2:2, Folder No. 2.*
Handwritten notes written on a subscription slip for Success about Alfred Hubbard, known as "Cappy".
- [318] *No author, handwritten notes (n.d.). Corner stapled. 16 pp. Box No. 2:2, Folder No. 2.*
Sixteen post it notes stapled together, with handwritten notes mostly relating to Willis Harman's time at Stanford Research Institute, with reference to Arnold [Mitchell?].
- [319] *Kleiner, Art, letter to Madr, Christina (Oxford, OH: June 12, 1992). 1 pg. Box No. 2:2, Folder No. 2.*

A letter from Art Kleiner to Christina Madr requesting the name and method of communication with “someone ... who had known about the study [”in which SRI warned Ford that Japanese cars would be significant“] ... had been a senior planner at Ford, and then had gone on to work at Exxon”.

- [320] *Elgin, Duane, “The Ethics of Psi”, New Age(n.d. [1976?]). pp. 26-35. Photocopy. Box No. 2:2, Folder No. 2.*

An article by Duane Elgin in *New Age*, addressing the “exciting and sobering” implications of the supposition that “a fraction of a growing array of apparent psychic abilities are genuine and ... can be learned by large numbers of people...”, including the subsections “The Nature of Psi and the Nature of Reality”, “Limits to the Misuse of Psychic Abilities”, “The Misuse of Psi in the Context of Alternative World Views”, “The Emergence of Psi in America”, and “Scenario of Social Transformation: A Retrospective View from the Twenty-first Century”.

- [321] *No author, “Results of Round One and Round Two: Delphi on Future Structure of Government” (Washington, DC: Subcommittee on Future Structure of Government, July 24, 1972). 8 pp. Box No. 2:2, Folder No. 2.*

The results of analysis of three scenarios by the Subcommittee on Future Structure of Government. The scenarios arise from, respectively: 1.) “Status quo”; 2.) “Higher population”; 3.) “Population stabilization [sic] and redistribution”.

- [322] *Gibson, Weldon B., SRI: The Take-Off Days: The Right Moves at the Right Times (Los Altos, CA: Publishing Services Centre, 1986). xvi + 213 pp. Photocopy. And a postage receipt to Art Kleiner is present. Box No. 2:3, Folder No. 1.*

A book by Weldon “Hoot” Gibson which serves as the second volume in a history of Stanford Research Institute, covering the period which followed “the founding years [of SRI which] were spread over a couple of decades”.

- [323] *Harman, Willis W., “Table of Contents” from “Educational Policy Research Centre: Progress Report: June 1, 1971 - September 1, 1971: Contract OEC-1-7-071013-4274” (Menlo Park, CA: Stanford Research Institute, September 1, 1971). 2 pp. Box No. 2:3, Folder No. 1.*

The table of contents for a report by the Educational Policy Research Centre, Stanford Research Institute. Contents include “Major Activities and Accomplishments” (further broken down into, for example, “Career Education”, “Alternative Futures”, “Social Change”, “Educational Policy and the Futures Perspective”), “Communication and Dissemination Activities” and “Staff Summary”.

- [324] *Hampden-Turner, Charles and Carlile, Franklin, Lifestyle Marketing: Scenarios of Satisfaction (Menlo Park, CA: SRI International, October, 1986). pp. ii-iii, ES/1-ES/1 + 1-55. Photocopy. Annotated throughout. Box No. 2:3, Folder No. 1.*

A report by the Values and Lifestyles Program [VALS], Stanford Research Institute, which purports to show the need for a transition from mass marketing to “lifestyle-based marketing” and “describes the effects of the marketing revolution of the 1960s, the shifts in emphases occurring in the 1980s as marketers change their focus from the mass of consumers to lifestyle segments, the broad implications for lifestyle marketing, and some actual and potential applications of the strategy of lifestyle marketing.”

- [325] *Taylor, Peggy, Smith, Nancy DuVergne, Chowka, Peter Barry, Bedell, Tom and Stucky, William (interviewers), “Forecast For the ’80s”, New Age (n.d. [1980?]). pp. 22-43. Photocopy. Annotated throughout. Box No. 2:3, Folder No. 1.*

A series of interviews with various futurists, economists, business executives, etc., about their predictions for the 1980s. Interviewees include Hazel Henderson, Willis Harman, Peter Schwartz, Jay Ogilvy, and George Leonard. A circle has been hand drawn in blue pen around a paragraph in the interview with George Leonard.

- [326] *Daly, Herman, Ehrlich, Anne, Henderson, Hazel and Proctor, Dan, letter to Archbishop Weakland, Rembert G. ([1980?]). 6 pp. Photocopy. Box No. 2:3, Folder No. 1.*

A letter “to the Catholic bishops who wrote the potentially very important Pastoral Letter on the US Economy” expressing “congratulations and gratitude” to the authors of this letter, and addressing the “fundamental economic problem [which] would remain [”if all recommendations made in the first draft were actually effected.“]: How to design a sustainable economic system.”

- [327] *Spake, Amanda, “No Sacred Cows” and Parker, Richard, “Hustles of the ’80s”, Mother Jones (February/March, 1980) pp. 22-24. Photocopy. Box No. 2:3, Folder No. 1.*

Two articles in Mother Jones. A section of the first (“No Sacred Cows”), circled in pen, discusses “Friends of Family Planning” and participants of “est [Erhard Seminars Training]”, run by Werner Erhard and designed “to transform one’s ability to experience living so that the situations one had been trying to change or had been putting up with, clear up just in the process of life itself.” The second article discusses Arnold Mitchell and VALS (Values and Lifestyles), a program developed by Mitchell for Stanford Research Institute to research and instigate a transition to “lifestyle-based marketing”.

- [328] *Markley, O. W., Alternative Futures: Contexts in Which Social Indicators Must Work (Menlo Park, CA: Stanford Research Institute, February, 1971). ii + 16 pp. Photocopy. Box No. 2:3, Folder No. 1.*

A report by Oliver “Mark” Markley for the Educational Policy Research Center which outlines “a set of alternative future histories, which we hope will bracket the one future that comes to be.”

- [329] *Markley, O. W., Curry, D. A. and Rink, D. L., Contemporary Societal Problems (Menlo Park, CA: Educational Policy Research Centre, Stanford Research Institute, June, 1971). pp. iii, v, vii, ix,*

xi-xiv, 1-7, 9-17, 19-28, 29-30, A/i, A/iii, A/1-A/34, B/i, B/iii, B/1-B/17, C/i, C/1-C/46, D/i + D/1-D/7. Photocopy. Box No. 2:3, Folder No. 1.

A report by Oliver "Mark" Markley, D. A. Curry and D. L. Rink designed to illuminate the following issues: "What are the truly crucial problems for society—both now and in the days ahead? What innovative responses could a forward-looking agency, be it a private foundation or a public bureau, make to such problems—responses that would not only have a favorable ratio of long range social benefits to immediate costs, but that seem unlikely to occur without special efforts?"

- [330] *No author, "Appendix B: Problem Analysis", "Appendix C: Societal Problem Descriptions", and "Appendix D: Annotated Bibliography", in Markley, O. W., Curry, D. A. and Rink, D. L., Contemporary Societal Problems (Menlo Park, CA: Educational Policy Research Center, Stanford Research Institute, June, 1971). pp. B/i, B/iii, B/1-B/17, C/i, C/1-C/46, D/i + D/1-D/7. Photocopy. Box No. 2:3, Folder No. 1.*

Three appendices [from "Contemporary Societal Problems", a report by Oliver "Mark" Markley, D. A. Curry and D. L. Rink for the Educational Policy Research Center, Stanford Research Institute]. Appendix B "describes [a comprehensive problem analysis procedure] and then, explains some of the terms and the frame of reference that underlie the procedure." Appendix C "present[s] for reference purposes . . . five" "lists . . . of current and foreseeable societal problems, indicating priorities and relationships." Appendix D contains "annotations of the books that are the major sources for the [unknown] report."

- [331] *Harman, Willis W., "Planning Amid Forces for Institutional Change" ([1971]). 16 pp. Box No. 2:3, Folder No. 2.*

The script of a presentation given by Willis Harman "at the symposium "Planning in the Seventies"" which "explore[s] concisely (a) the reasons for considering such a far-reaching cultural and institutional metamorphosis [as proposed by the Educational Policy Research Centre, Stanford Research Institute] to be plausible and perhaps even likely (though uncomfortable), (b) the nature of the change, and (c) some of the most important implications for our social institutions."

- [332] *Linden, Patricia, "A Guide to America's Think Tanks: Powerhouses Of Policy", Town & Country, (January, 1987). pp. 99-106 + 170. Photocopy. Box No. 2:3, Folder No. 2.*

An article in Town & Country about America's diverse range of think tanks, with particular focus on The Brookings Institution, American Enterprise Institute for Public Policy Research (AEI), Heritage Foundation, The Center for Strategic and International Studies, The RAND Corporation, The Urban Institute and The Hudson Institute.

- [333] *No author, "Oral and Written Communications Workshop" (Coro Foundation, July, 1976). 22 pp. Spiral bound. Box No. 2:3, Folder No. 2.*

"The handouts prepared by Carl Cheney and David Sibbet . . . together with the notes taken by Ruth Miller of the SRI" for "a three-day training

workshop on oral and written communications” sponsored by Stanford Research Institute.

- [334] *Michael, Donald N., “Technology Assessment in an Emerging World”, Technology Assessment in an Emerging World, Vol. 11, No. 3 (March, 1978). pp. 189-195. Photocopy. Box No. 2:3, Folder No. 2.*

An article in Technological Forecasting and Social Change which discusses “The very conditions of social change, including the anticipated role of technology assessments (TA’s)” and “suggest[s] that the applicability of TA’s is at least as great if they are also valued and viewed as a form of art.”

- [335] *Campbell, Liz, “Interview with Don Michael” (n.d.). pp. 6-9. Photocopy. Box No. 2:3, Folder No. 2.*

An interview with Don Michael which covers, amongst other things, Michael’s role as “a pioneer and leader in the futures research and planning field”, and his views on “how we construct reality”.

- [336] *No author, “Description of a New Course: FUTR 5931: GLOBAL CONSCIOUSNESS cross listed as PSYC 6237: CULTURE AND CONSCIOUSNESS to be offered in the fall, 1992 semester by Oliver W. Markley, Ph.D. Professor, Human Sciences and Studies of the Future, University of Houston-Clear Lake” (n.d. [1992?]). 4 pp. Box No. 2:3, Folder No. 2.*

The outline of a course named “Global Consciousness” run by Oliver “Mark” Markley [at University of Houston-Clear Lake?], including a “Course Description”, “Course Administration”, “Required Books” and “Recommended Books”.

- [337] *No author, “Start Here” (n.d.). 1 pg. Box No. 2:3, Folder No. 2.*
An exercise sheet [from Oliver “Mark” Markley’s course “Global Consciousness”?]. The exercise involves choosing a “Concern” and exploring it following a “Software Path”.

- [338] *Markley, Oliver W., “DATA SHEET: for Using Depth Intuition Methods” (1992). 3 pp. Box No. 2:3, Folder No. 2.*
An exercise sheet [from Oliver “Mark” Markley’s course “Global Consciousness”?] describing the steps for three “depth intuition methods”: “Method One: Need Finding”, “Method Two: Revisioning” and “Method Four-A: Ideal Expression”.

- [339] *Markley, Oliver W., “The Omniverse Center for Cultural Development” (October 6, 1991). 11 pp. Box No. 2:3, Folder No. 2.*
An essay by Oliver W. Markley labelled “CONFIDENTIAL: Please do not cite or quote without permission” [although a revised version of this document is freely available online] about Markley’s “visionary experience” in which he was guided to the “omniverse” by a “clairsentient” being named Henri, and the subsequent visualization exercises Markley ran with his students, including the experience of a joint visit to the “omniverse” with several of these students.

- [340] *No author, “Duane Elgin: Biographical Sketch” (n.d.). 1 pg. Box No. 2:3, Folder No. 2.*

A “Biographical Sketch” of Duane Elgin, which covers his education, his time with the “National Commission on Population Growth and the American Future”, his time as a “Senior Social Scientist with the ”futures group“ at SRI International”, and a selection of his various publications.

- [341] *Markley, Oliver W., letter to Kleiner, Art (May 19, 1992). 1 pg.* Box No. 2:3, Folder No. 2.

A letter from Oliver “Mark” Markley to Art Kleiner which outlines “the things we talked about”, presumably initially enclosed with the letter, including “an ”almost coming out of the closet“ essay about one type of altered states of consciousness experience” and “a description of the new course on Global Consciousness” [see also Box 2, Folder 90].

- [342] *No author [Markley, Oliver W.?], “Draft: Time Sensitive News For Immediate Release” (April 28, 1992). 3 pp.* Box No. 2:3, Folder No. 2.

Information about and outline of “An innovative new Futures Studies course”, “Media and the Future” offered at University of Houston-Clear Lake, taught by Oliver “Mark” Markley.

- [343] *Rosenberg, Mae E., Career Education: Limitations and Possibilities (Menlo Park, CA: Educational Policy Research Centre, Stanford Research Institute, August 18, 1971). iii + 53 pp. Photocopy.* Box No. 2:3, Folder No. 2.

A draft of a paper about the limitations and potential of career [vocational] education, which the author sees as having “emerged as providing a framework within which might be achieved a more realistic fit between educational practices and objectives and the adult role of individuals in the society.”

- [344] *Shear, Esther (transcriber), “Interview with Don Michael, tape 1” (San Francisco, CA: Summer, 1990). 20 pp.* Box No. 2:3, Folder No. 2.

Part of the transcript of an interview between Don Michael and Art Kleiner discussing, amongst other things, the workings of the Tavistock Institute of Human Relations, a British counterpart to the National Training Laboratories, Organization Development [OD], Hazel Henderson’s book *Creating Alternative Futures* and Herman Kahn.

- [345] *Schmalz, Anton B., “Meeting Announcement” (Ad Hoc Interagency Committee on Futures Research, September 1, 1972) .1 pg.*, *Coates, Joseph F., “The Future of the U.S. Government”, The Futurist (June, 1972). pp. 104-108 and no author, “Project 2000 Index” (n.d. [1972?]). 9 pp. Photocopy.* Box No. 2:3, Folder No. 2.
Three attached documents. The first is the announcement of a meeting to be held “on September 21, 1972” with the subject to “be the final report/product of project 2000.” The second is a review in *The Futurist* of “The Future of the U.S. Government: Toward the Year 2000 ... the third major product of the Commission on the year 2000” which the author states as being “indispensable reading for anyone concerned with the future of the U.S. socio-economy and the management of U.S. society.” The third document is “a draft of [the] Project 2000 bibliography”,

grouped under various headings such as “Population”, “General Documents”, “Values” and Exogenous Factors”. Due to the quality of the photocopy some of the third document is somewhat faded and difficult to read.

- [346] *Michael, Donald N., The Future: A Basic Challenge for Organizational Planning, in, “Trend Analysis Program Meeting” (Ann Arbor, MI: Institute for Social Research, University of Michigan, October 18, 1971). 29 pp. Photocopy. Box No. 2:3, Folder No. 2.*
A talk by Donald N. Michael, “Presented at the Trend Analysis Program Meeting: October 18, 1971” in which the author shares his thoughts “in connection with a study [Michael has] been doing on the nature of organizational resistances to long-range social planning”, viewed “from a social psychological standpoint”.
- [347] *Puthoff, H. E. and Targ, R., “A Perceptual Channel for Information Transfer over Kilometer Distances: Historical Perspective and Recent Research”, Proceedings of the IEEE, Vol. 64, No. 3, (The Institute of Electrical and Electronics Engineers, Inc., March, 1976). pp. 329-353. Photocopy. Box No. 2:3, Folder No. 2.*
A paper which “presents an outline of the history of scientific inquiry into . . . paranormal perception and surveys the current state of the art in parapsychological research in the United States and abroad”, looking at “experiments carried out in the Electronics and Bioengineering Laboratory of Stanford Research Institute” to investigate “the ability of both experienced subjects and inexperienced volunteers to view, by innate mental processes, remote geographical or technical targets including buildings, roads, and laboratory apparatus.”
- [348] *No author, sheet of handwritten bibliographic references (n.d.) and no author, “Archives of the History of American Psychology: Register of contents of a Collection: Collection Name: National Training Laboratory Archives” (n.d.). Corner stapled. 2 pp. Box No. 2:4, Folder No. 1.*
Two stapled sheets. The first is a handwritten list of bibliographic references for various documents, all seemingly relating to T-Groups and/or the National Training Labs, including “Two Weeks in a T-Group” [an article from Fortune, August, 1961], “Yourself as Others See You” [an article from Business Week, March 16, 1963] and “Where Executives Tear off the Masks” [an article from Business Week, September 3, 1966]. The second document is part of a register of contents of the National Training Laboratory Archives.
- [349] *Klaw, Spencer, “Two Weeks in a T-Group”, Fortune (August, 1961). pp. 114-117, 150, 155-156 + 160. Photocopy. Annotated throughout. Box No. 2:4, Folder No. 1.*
An article in Fortune by Spencer Klaw, who attended a series of T-Group sessions, workshops for businessmen and other professionals, run by the National Training Laboratories, across two weeks, guided by Leland Bradford. The article also has a separate article within it, presumably also written by Klaw, “A Short History of T-Grouping”.

- [350] *No author, "What Makes a Small Group Tick", Business Week (August 13, 1955). pp. 40-[45?]. Photocopy. Box No. 2:4, Folder No. 1.*
An article in Business Week about the National Training Laboratories' new unstructured workshops for businessmen and other professionals, which would become known as T-Groups.
- [351] *Friendly, Alfred, "Where Bosses Let Down Their Hair" ([Washington, DC: The Washington Post,?] n.d.). Corner stapled. 2 pp. Photocopy. Box No. 2:4, Folder No. 1.*
An article about T-Groups, unstructured workshops for businessmen and other professionals, run by the National Training Laboratories.
- [352] *Wilson, George C., "McNamara Credibility on Line", The Washington Post (Washington, DC, November 27, 1966), Lewis, Jesse W. Jr., "Potomac Watch: The Poverty War Retreat and Mrs. Hudson", The Washington Post (Washington, DC, n.d.) and "Educational Experiment: Middle School Provides Bridge for Adolescents", The Washington Post (Washington, DC, n.d.) pg. A11 Photocopy. Box No. 2:4, Folder No. 1.*
Two articles, at least one from The Washington Post. The first article discusses Robert McNamara, U.S. Defense Secretary, and his prediction "that the United States armed services would need one-third fewer new men in 1967 than in 1966 [for the Vietnam War]. The second article discusses an "Educational Experiment...", concerning a switch in some systems "from junior high schools to middle schools" as "part of an educational experiment".
- [353] *Schein, Edgar H., "Kurt Lewin's Change Theory in the Field and in the Classroom: Notes Toward a Model of Managed Learning" (Cambridge, MA: Center for Organizational Learning, Massachusetts Institute of Technology, 1995) 33 pp. Box No. 2:4, Folder No. 1.*
An essay by Ed Schein about the influence of Kurt Lewin on Schein's and others' work on "Organization Development" with reference to "the Tavistock group" and management of "Planned Change".
- [354] *No author, "Preface" and "Introduction" from Golembiewski, Robert T. and Blumberg, Arthur (eds.), Sensitivity training and the laboratory approach: readings about concepts and applications (F. E. Peacock Publishers, Inc., 1970). pp. v + 2-13. Photocopy, Box No. 2:4, Folder No. 1.*
Part of the "Preface" to sensitivity training and the laboratory approach: readings about concepts and applications, edited by Robert T. Golembiewski and Arthur Blumberg, and the "Introduction" to the first part ["What is a T-Group: Descriptions and Reactions"] of this book. The introduction serves to provide "some broad historical perspective ... to the "T-Group movement"", to describe "several major characteristics of the T-Group", and to comment on "a number of things that do not characterize the T-Group, but which are nonetheless sometimes associated with it."
- [355] *Seashore, Charles, "What is Sensitivity Training?" from Golembiewski, Robert T. and Blumberg, Arthur (eds.), Sensitivity training and the laboratory approach: readings about concepts and ap-*

- plications (F. E. Peacock Publishers, Inc., 1970). pp. 14-17. Photocopy. Annotated throughout. Box No. 2:4, Folder No. 1.*
 Part 1, ["What is a T-Group: Descriptions and Reactions"], chapter 1, of the book sensitivity training and the laboratory approach: readings about concepts and applications. This section "focuses mainly on the T-Group", which is defined as a type of "Sensitivity training ... one type of experience-based learning" in which "Participants work together in a small group over an extended period of time, learning through analysis of their own experiences, including feelings, reactions, perceptions, and behavior".
- [356] *Bennis, Warren G., "Goals and Meta-Goals of Laboratory Training" from Golembiewski, Robert T. and Blumberg, Arthur (eds.), Sensitivity training and the laboratory approach: readings about concepts and applications (F. E. Peacock Publishers, Inc., 1970). pp. 18-23. Photocopy. Box No. 2:4, Folder No. 1.*
 Part 1, ["What is a T-Group: Descriptions and Reactions"], chapter 2, of the book sensitivity training and the laboratory approach: readings about concepts and applications. This section "suggest[s] four pivotal meta-goals [of laboratory training] for discussion ... 1. Expanded Consciousness and Recognition of Choice ... 2. A "Spirit of Inquiry" ... 3. Authenticity in Interpersonal Relations ... 4. A Collaborative Conception of the Authority Relationship".
- [357] *Klaw, Spencer, "Two Weeks in a T-Group" from Golembiewski, Robert T. and Blumberg, Arthur (eds.), Sensitivity training and the laboratory approach: readings about concepts and applications (F. E. Peacock Publishers, Inc., 1970). pp. 24-39. Photocopy. Box No. 2:4, Folder No. 1.*
 Part 1, ["What is a T-Group: Descriptions and Reactions"], chapter 3, of the book sensitivity training and the laboratory approach: readings about concepts and applications. This section describes the author's experience observing T-Group sessions for two weeks under the guidance of Leland Bradford.
- [358] *Hampden-Turner, C. M., "An Existential "Learning Theory" and the Integration of T-Group Research" from Golembiewski, Robert T. and Blumberg, Arthur (eds.), Sensitivity training and the laboratory approach: readings about concepts and applications (F. E. Peacock Publishers, Inc., 1970). pp. 38-55. Box No. 2:4, Folder No. 1.*
 Part 1, ["What is a T-Group: Descriptions and Reactions"], chapter 4, of the book sensitivity training and the laboratory approach: readings about concepts and applications. This section "aim[s] to integrate the perspectives of several T-Group theorists within a single model of human learning and personality development" and "to show that three follow-up studies which have evaluated the effectiveness of T-Groups have revealed behavior changes fully consistent with my [Hampden-Turner's] model ... on which a very wide variety of data from many fields of inquiry can be integrated."
- [359] *No author, "Introduction", pp. 56-63 + 66-68, NTL Institute for Applied Behavioral Science, "Feedback and the Helping Relation-*

ship", pp. 69-73, and Culbert, Samuel A., "The Interpersonal Process of Self-Disclosure: It Takes Two to See One", pp. 73-79, from Golembiewski, Robert T. and Blumberg, Arthur (eds.), *Sensitivity training and the laboratory approach: readings about concepts and applications* (F. E. Peacock Publishers, Inc., 1970). pp. 56-79. Photocopy. Box No. 2:4, Folder No. 1.

Part 2, ["What Happens in a T-Group?: Perspectives and Outcomes"], Introduction, chapter 5 and chapter 6, of the book sensitivity training and the laboratory approach: readings about concepts and applications. The introduction seeks to stress "certain common dynamics underlying T-Groups" and to introduce "a variety of specific perspectives on these common dynamics" which will be further explored in subsequent chapters. Chapter 5, "Feedback and the Helping Relationship" is broken down into a series of points examining "the helping process" in which "the helping person is trying to influence (and therefore change) the individual who is being helped." Chapter 6, "The Interpersonal Process of Self-Disclosure: It Takes two to See One" explores the "more immediate contribution to the question, "Why disclose," that "the level of interpersonal dynamics offers".

- [360] *NTL Institute for Applied Behavioral Science, "What to Observe in a T-Group" from Golembiewski, Robert T. and Blumberg, Arthur (eds.), Sensitivity training and the laboratory approach: readings about concepts and applications* (F. E. Peacock Publishers, Inc., 1970). pp. 86-90. Photocopy. Box No. 2:4, Folder No. 1.

Part 2, ["What Happens in a T-Group?: Perspectives and Outcomes"], chapter 8, of the book sensitivity training and the laboratory approach: readings about concepts and applications. This section explores the importance of observing what happens within a group one is part of, and, with T-Groups as the focus, looks at two questions one could examine "to become better observers and better participants": "What do we look for?" and "What is there to see in a group?"

- [361] *Bennis, Warren G. and Shepard, Herbert A., "A Theory of Group Development" from Golembiewski, Robert T. and Blumberg, Arthur (eds.), Sensitivity training and the laboratory approach: readings about concepts and applications* (F. E. Peacock Publishers, Inc., 1970). pp. 91-115. Photocopy. Annotated throughout. Box No. 2:4, Folder No. 1.

Part 2, ["What Happens in a T-Group?: Perspectives and Outcomes"], chapter 9, of the book sensitivity training and the laboratory approach: readings about concepts and applications. This section "outlines a theory of development in groups that have as their explicit goal improvement of the internal communication systems", with a particular focus on T-Groups.

- [362] *Clark, James V., "Authentic Interaction and Personal Growth in Sensitivity Training Groups" from Golembiewski, Robert T. and Blumberg, Arthur (eds.), Sensitivity training and the laboratory approach: readings about concepts and applications* (F. E. Peacock Publishers, Inc., 1970). pp. 116-129. Box No. 2:4, Folder No. 1.

Part 2, ["What Happens in a T-Group?: Perspectives and Outcomes"], chapter 10, of the book sensitivity training and the laboratory approach: readings about concepts and applications. This section "is an attempt to state a recurring order of events [the author] see[s] in sensitivity training groups ... that have nothing to do with the improvement of significant self-learning." The author has been "a trainer in approximately fifty of these [T-Groups]".

- [363] *Bennis, Warren G., "The Change Agents" from Golembiewski, Robert T. and Blumberg, Arthur (eds.), Sensitivity training and the laboratory approach: readings about concepts and applications (F. E. Peacock Publishers, Inc., 1970). pp. 306-319. Photocopy. Box No. 2:4, Folder No. 1.*

Part [3?], ["Where Can T-Group Dynamics Be Used?"], chapter 23, of the book sensitivity training and the laboratory approach: readings about concepts and applications. This section explores "change agents", who the author defines as "men who ... have been trained and hold doctorates in the behavioral sciences" who "intervene at different structural points in ... organizations". The paper looks at, among other things "Their Assumptions", "Their Roles", "Their Interventions", and also looks at ways in which "T-Groups are used in organizations today".

- [364] *Walton, Richard E., "Interpersonal Confrontation and Basic Third Party Functions: A Case Study" and Walton, Richard E., "How to Choose between Strategies of Conflict and Collaboration", from Golembiewski, Robert T. and Blumberg, Arthur (eds.), Sensitivity training and the laboratory approach: readings about concepts and applications (F. E. Peacock Publishers, Inc., 1970). pp. 320-341. Photocopy. Box No. 2:4, Folder No. 1.*

Part [3?], ["Where Can T-Group Dynamics Be Used?"], chapter 24 and chapter 25 of the book sensitivity training and the laboratory approach: readings about concepts and applications. Chapter 24 consists of a case study which "describes an interpersonal conflict and illustrates the role which a third party may play in helping two persons confront each other concerning their differences." The aim of the paper is "to contribute to an emerging theory of third party interventions; to help improve the practice of consultation; and to stimulate client systems to consider how third parties can be useful in their daily functioning, especially in connection with other organizational development activities." Chapter 25 examine[s] the factors that should influence our choice between strategies of conflict and collaboration, or competition and cooperation in various social situations" with a particular focus on "analyzing whether the model of collaboration represented by the T-Groups in its later stages can be applied in our work situations back home."

- [365] *NTL Institute for Applied Behavioral Science, "What is OD?" from Golembiewski, Robert T. and Blumberg, Arthur (eds.), Sensitivity training and the laboratory approach: readings about concepts and applications (F. E. Peacock Publishers, Inc., 1970). pp. 342-345. Photocopy. Box No. 2:4, Folder No. 1.*

Part [3?], ["Where Can T-group Dynamics Be Used?"], chapter 26, of the book sensitivity training and the laboratory approach: readings

about concepts and applications. This section explores “OD”, or “Organization Development,” “a way of looking at the whole human side of organizational life”, focusing on “The Objectives of OD”, the ways in which “An OD approach is applicable to any type of organization or group function and at any phase of organizational or group life” and providing “One example of an ongoing organization development program ... at a major American corporation”.

- [366] *Causey, Mike, “Photo Contest”, The Washington Post (Washington, DC, June 6, 1984). 1 pg. Box No. 2:4, Folder No. 1.*

The text of a brief story from The Washington Post which discusses “the deadline for entering the League of Federal Recreation Associations contest for the best photos of the year taken by members” and information about the “Senior Executive Association’s all day workshop” on June 19, to “focus on the theme, ”Is change possible in the federal government?” and including Elsa Porter as a speaker.

- [367] *Michael, Donald N., “Aquarians Riding the Third Wave”, Journal of Humanistic Psychology, Vol. 25, No. 1 (Winter 1985). pp. 79-84. Reprint. Box No. 2:4, Folder No. 1.*

A critical look at the views of two books, The Aquarian Conspiracy by Marilyn Ferguson, and The Third Wave by Alvin Toffler, which argue that “implacable forces of social change are transforming the world”, and an exploration of the question “Who and what are the Aquarian Conspirators?”.

- [368] *Dannemiller, Kathleen D., letter to Kleiner, Art, and no author, Interactive Strategic Planning: A Consultant’s Guide (Ann Arbor, MI: Dannemiller Tyson Associates, Inc., May, 1990). 1 p. + 193 pp. Photocopy. Box No. 2:4, Folder No. 1.*

A letter from Kathleen Dannemiller, President of Dannemiller Tyson Associates, Inc., to Art Kleiner, which advises Kleiner to “find a copy of our book, Interactive Strategic Planning” enclosed, and a photocopy of the book. The book discusses “using a ”large-scale“ approach” to Organization Development with the aim to make this approach “more accessible to our fellow professionals”. It includes “the history, theory and outline of [the] large-scale approach”, a description of “how to run a ”generic“ large-scale planning meeting”, and “a logistics guide” which “includes checklists for the administration of staging and running a large-scale meeting.” Three appendices include “Handouts [used] as they relate to the generic strategic planning meeting”, “copies of designs of actual meetings” and “references for further background research into the theories behind [the] large-scale approach.”

- [369] *No author, “The Future of GBN: Staff Scenario Workshop, October 21, 1992: WorldView and Network Member Workshop, October 28, 1992” ([October, 1992]). 47 pp. Box No. 2:4, Folder No. 1.*

Transcripts from two sets of Global Business Network workshops. The first, “The Future of GBN: Staff Scenarios” covers a range of issues and uncertainties relating to the role GBN will play in the future, and over the course of the workshop the participants create scenarios relating to this. The second, “The Future of GBN: Member Workshop” is directed

- at members of “Network” and “WorldView” and deals with how GBN can be of value to these members, going into the future.
- [370] *Loomis, Carol J, “Dinosaurs?”, Fortune(May 3, 1993). pp. 35-42 + cover. Box No. 2:4, Folder No. 1.*
An article in Fortune which looks at the decline of Sears, GM and IBM.
- [371] *Ogilvy, Jay, letter to Kleiner, Art [and others] (Global Business Network, April 30, 1993). 1 pg. Box No. 2:4, Folder No. 1.*
A letter from Jay Ogilvy to, among others, Art Kleiner, asking for “any suggestions for changes” to the enclosed “Dentsu report on Values and the Corporation”.
- [372] *Global Business Network, Values and the Corporation (Global Business Network, April 1993). 66 pp. Box No. 2:4, Folder No. 1.*
A report from the Global Business Network about the importance of values to corporations, examining “the nature and definition of values”, “develop[ing] a list of values” such as “profit”, “sustainability”, “economic viability”, and “loyalty”, the order in which they’re “treated [being] dictated by a sequence based on [Abraham] Maslow’s hierarchy of needs, as modified and developed by Arnold Mitchell’s doubling of the hierarchy in his examination of American values and lifestyles [VALS]”. The report “then describes a series of ... various routes by which different values can be introduced to a corporate culture”.
- [373] *Tichy, Noel and Charan, Ram, “Citicorp Faces the World: An Interview With John Reed”, Harvard Business Review (Massachusetts, MA, November-December, 1990). pp. 134-144. Saddle stitched. Box No. 2:4, Folder No. 1.*
An interview with John Reed, chairman and CEO of Citicorp in which Reed “sketches an alluring set of strategic options that can revolutionize the structure of global banking ..., elaborates on the management lessons of Citicop’s consumer bank ..., promises a thorough overhaul of the corporate bank and describes his role in the change process.”
- [374] *Tully, Shawn, “Raiding a Company’s Hidden Cash”, Fortune (August 22, 1994). pp. 82-87. Box No. 2:4, Folder No. 2.*
An article in Fortune under the rubric “Management” which discusses how “Pioneering managers are raising profits and efficiency by mining an overlooked trove - working capital.”
- [375] *No author, “When slimming is not enough”, The Economist (London, UK, September 3, 1994). pp. 59-60. Box No. 2:4, Folder No. 2.*
An article in The Economist under the rubric “Business” about problems that can come from corporate downsizing, and why it may be insufficient to save a company whose sales are falling.
- [376] *Noble, Barbara Presley, “Questioning Productivity Beliefs”, The New York Times (New York, NY, July 10, 1994). pp. 21-22. Box No. 2:4, Folder No. 2.*
An article in The New York Times questioning whether downsizing is really “the most efficient way to increase productivity”.

- [377] *Harman, Willis W., "The New Copernican Revolution", Stanford Today, Series II, No. 1 (Winter, 1969). pp. 127-135. Photocopy. Box No. 2:4, Folder No. 2.*
A reprint of an article by Willis Harman originally appearing in Stanford Today, in which Harman explores his argument that "a group of questions relating to the commonality of and interpretation of man's subjective experience, especially of the "transcendental," and hence to the bases of human values, are shifting from the realm of the "philosophical" to the "empirical", hypothesising that "If so, the consequences may be even more far-reaching than those which emerged from the Copernican, Darwinian, and Freudian revolutions".
- [378] *Hampden-Turner, Charles, "Chapter 4: The Case of the Fabulous Fab: The Creation of a Hyper-culture" Unknown Publication, (n.d.). 22 pp. Box No. 2:4, Folder No. 2.*
A chapter from an unknown book about the "bold and unexpected decision" by AMD (Advanced Micro Devices) "to build its latest and most advanced fabrication plant in Dresden", discussing, among other things, the subsequent attempt by AMD to create "a new hyper-culture of their own [which] would borrow and synthesise from the cultures of America, East Germany and West Germany."
- [379] *Clanon, Jeff and Senge, Peter, "Memorandum" and attached documents (Cambridge, MA: Massachusetts Institute of Technology, Center for Organizational Learning, March 22, 1996). 12 pp. Box No. 2:4, Folder No. 2.*
A memo from Jeff Clanon and Peter Senge to the "Learning Center [Centre for Organizational Learning, MIT] Staff and Affiliates" to update the group on the "status of our [learning centre] redesign process". The attached documents are as follows: "Principles about Research and Community: Draft 2" dated February 13, 1996, which is broken down into two columns, "Proposed", which outlines a proposal, and "Discussion Points" which explores that proposal further; "Principles about Learning: Draft 2" dated February 13, 1996, which is broken down in the same manner; "Principles for Organizing the Global Community: Draft 2" dated February 13, 1996, which is broken down into the same manner; "Possible Areas of Additional Principles" from the "Design group Meeting" of February 7, 1996; a "Declaration of Interdependence" by "Thomas (Jefferson) Malone" dated February 7, 1996; and a three page "List of OLC [Organizational Learning Centre] Design Team Members", including contact information.
- [380] *[Senge?], Peter, "Re: Next Steps in Managing our Research Process" memo (Cambridge, MA: Massachusetts Institute of Technology, Organizational Learning Centre, July 20, 1994). 2 pp. Box No. 2:4, Folder No. 2.*
A memo from Peter [Senge?] to the "OLC [Organizational Learning centre?]/SDG [Systems Design Group?] staff" offering "three core questions ... to address" when thinking about the future of the Organizational Learning Centre: "In what two or three areas of research will we be exceptional?", "If you were to start the Learning Center yourself, what sort of management processes would you design to manage our research

activities?” and “What dynamic structures must we all understand in order to be successful?”

- [381] *Isaacs, William, “Organizational Learning and Structural Intervention” (Cambridge, MA: Massachusetts Institute of Technology, Spring, 1995). 8 pp. Box No. 2:4, Folder No. 2.*

The outline of a course at MIT [named “Organizational Learning and Structural Intervention”?] which explores questions surrounding “organizational learning”, encouraging the student “to strength and enhance your capacity to conceptualize and your capacity to act in organizations” exploring “four distinct levels of learning in organizations: individual learning, interpersonal or face-to-face learning, formal learning, which concerns that nature of the structures, policies and mechanisms that ”steer“ the organization, and systemic or collective learning, which concerns that overall dynamic interaction of these other levels and the social and cultural milieu in which the exist”. The outline includes a “Structure of the Class”.

- [382] *No author [Kleiner, Art?], “Notes about the audiotapes”, 1 pg. Transcripts from “MIT-SBNC Boston #1”, 36 pp., “Tape #1”, 46 pp. and “Tape #2”, 21 pp. audiotapes (n.d.). Box No. 2:4, Folder No. 2.*

Notes about and transcripts from three audiotapes. “MIT-SBNC Boston #1” and “Tape #1” are recordings of the same event, although much of the former recording was inaudible, and so this tape is “not as authentic as Tape #1”, although “There is a tiny bit at the end of [the Boston recording] that was not recorded onto Tape #1, although the majority of that little bit (at the conclusion of the transcription) is inaudible. The transcripts are of a recording from a Global Business Network address from Peter [Senge?] to a group [Worldview?] regarding work that the group have produced during scenario planning workshops working with MIT, and also of recordings of other meetings and workshops.

- [383] *No author, “The Truth Hurts: Some Companies See More Harm Than Good In Sensitivity Training”, The Wall Street Journal, Vol. CLXXIV, No. 9 (New York, NY, July 15, 1969). 3 pp. Photocopy. Box No. 2:4, Folder No. 2.*

An article in The Wall Street Journal about the potential negative impacts T-Groups can have on companies, and the reasons for which “a significant number of business organizations have grown increasingly disenchanted” with T-Groups.

- [384] *Schein, Edgar H., “Management Development as a Process of Influence”, Industrial Management Review (May, 1961). 19 pp. Photocopy. Box No. 2:4, Folder No. 2.*

A reprint of an article by Edgar Schein originally appearing in Industrial Management Review which examines “management development as the problem of how an organisation can influence the beliefs, attitudes, and values ... of an individual for the purpose of ”developing“ him, i.e. changing him in a direction which the organisation regards to be in his own and the organisation’s best interests”, especially where this ties into “coercive persuasion”.

- [385] *Schein, Edgar H., Legitimizing Clinical Research in the Study of Organizational Culture (Cambridge, MA: Massachusetts Institute of Technology, May, 1991). 30 pp. Box No. 2:4, Folder No. 2.*
A paper by Edgar Schein which discusses the author's views on "the state of research in organizational psychology, especially as it pertains to . . . organizational culture". The paper includes "observations on how we learn in this field", an examination of "Process Consultation as a Form of Helping" and the validity and "Implications for Education and Training" of "Clinically Obtained Data".
- [386] *No author, "Organization Development", [1992?]. 9 pp. Box No. 2:4, Folder No. 2.*
A guide to "Addison-Wesley's Organization Development Series (OD)", a "collection of 28 texts covering various organizational areas and technologies", including a chart which highlights which area each book covers (e.g., "OD & Planned Change Theory", "Team Building", "The Role of Information Technology in OD", the bibliographic information for each book (several with blurbs), and an order form.
- [387] *Schein, Edgar H., "Reassessing the "Divine Rights" of Managers", Sloan Management Review: Reprint Series, Vol. 30, No. 2 (Winter, 1989). pp. 63-68. Saddle stitched. Reprint. Box No. 2:4, Folder No. 2.*
An article by Edgar Schein about the necessity "to develop a new picture of what a manager should be" following "the computer revolution", arguing that "Hierarchical authority will probably play a much smaller role [in future], while coordination skills will play a much larger role".
- [388] *Schein, Edgar H., "In Defense of Theory Y", [originally appeared in] Organizational Dynamics, Vol. 4, No. 1 (Summer, 1975). pp. 17-30. Photocopy. Box No. 2:4, Folder No. 2.*
A paper by Edgar Schein, based on an earlier presentation, which revisits and defends "Theory Y" (which "states, in essence, that man is capable of integrating his own needs and goals with those of the organization") with the argument that it "describes the nature of most human beings and the behavior they are capable of under the right organizational conditions" and "spells out the behavior that is appropriate under a variety of conditions."
- [389] *Schein, Edgar H., "Innovative Cultures and Adaptive Organizations", Sri Lanka Journal of Development Administration, Vol. 7, No. 2 (1990). pp. 9-39. Box No. 2:4, Folder No. 2.*
An article by Edgar Schein in the Sri Lanka Journal of Development Administration which addresses the issue of "the capacity of organizations to adapt to rapidly changing environmental conditions [due to] the rate of change in the technological, economic, political, and socio-cultural environments", with a particular focus on the question "what kind of organizational culture would consistently favour innovation?"
- [390] *Schein, Edgar, "On Dialogue, Culture, and Organizational Learning" (MIT Sloan School of Management, July, 1993). 31 pp. Box No. 2:5, Folder No. 1.*

A draft of an essay by Edgar Schein about the need for “ways of improving our thought processes” with a focus “on the theory and practice of dialogue”, which aims “to show that dialogue is . . . not only different from many of the techniques that have been proposed before, but also that it has considerable promise as a problem formulation and problem solving philosophy and technology”.

- [391] *No author, [Schein, Edgar?], “Process Consultation: A Key Role For Managers”, etc. (n.d. [August 1980 + 1987?]). 8 pp. Photocopy. Annotated throughout and on reverse. Box No. 2:5, Folder No. 1.*

A series of lists written by Edgar Schein relating to process consultation, including “Assumptions of the Expert Model”, “Assumptions of the Doctor Model”, “When to Use the P-C Role” and “Tactical Goals of Intervention”. The last page, “Instructions for Helping Trios” is a description of an exercise designed “to give you a change to practice process consultation. Handwritten notes elaborate on the writer’s experience of process consultation.

- [392] *Schein, Edgar H., “Organizational Learning in the 21st Century: Acknowledging and Reconciling the Three Cultures of Management” ([MIT Sloan School of Management?], 1995).14 pp. Box No. 2:5, Folder No. 1.*

A paper about “The Predicament” of organizational learning - that most learning tends “to be adaptive learning, doing better at what we are already doing”, whereas “organizational innovations that really deal with the rapidly changing business environment tend not to survive or are subverted”, and explores “The Three Cultures of Management”, “executive culture”, “engineering culture” and “operator culture”, their role in preventing real organizational learning, and how to start solving the issues explored.

- [393] *No author, “Legal Sea Foods restaurants” menu. 1 pg. Box No. 2:5, Folder No. 1.*

A “Desserts” and “Libations” menu for the restaurant “Legal Sea Foods”.

- [394] *Wooliams, P. and Trompenaars, F., The Measurement of Meaning (Data mining and perspectives on the Trompenaars’ database): Research Monograph (Brentwood, UK: Earlybrave Publications Limited, 1998). 38 pp. Saddle stitched. Monograph. Box No. 2:5, Folder No. 1.*

A monograph published for Anglia Business School which “reviews analysis undertaken by the authors . . . to develop aspects of the methodological approach underpinning this work [the Trompenaars database, designed “to help managers structure their cross cultural experiences in order to develop their competence for doing business and managing across the world“] and describes some of the frameworks and new techniques they had to develop in the quest”.

- [395] *Hofstede, Geert, “Riding the Waves of Commerce: A Test of Trompenaars’ ”Model“ of National Culture Differences”, International Journal of Intercultural Relations, Vol. 20, No. 2 (Spring, 1996). pp.*

188-199. *Photocopy. Annotated throughout.* Box No. 2:5, Folder No. 1.

An article by Geert Hofstede in the International Journal of Intercultural Relations which examines Trompenaars' "seven-dimensional model of national culture differences", arguing that "Data read from his book ... indicate that only two dimensions can be clearly confirmed statistically ... [which] are correlated with Hofstede's Individualism dimension", suggesting that this "re-analysis raise[s] concerns about Trompenaars' conclusions and about his methodology" and "that the theory ... is not supported by the database".

- [396] *Hampden-Turner, Charles and Trompenaars, Fons, "Response to Geert Hofstede", International Journal of Intercultural Relations, Vol. 21, No. 1 (February, 1997). pp. 149-159. Photocopy. Annotated on reverse.* Box No. 2:5, Folder No. 1.

An article by Charles Hampden-Turner and Fons Trompenaars in Vol. 21, No. 1 of International Journal of Intercultural Relations, responding to "an attack on the work of Fons Trompenaars" by Geert Hofstede in Vol. 20, No. 2 of the same journal, by taking a comparative look at the work of Trompenaars and Hofstede. See previous item.

- [397] *No author, "First-class Accommodation", People Management (April 22, 1999). pp. 31-34 + 37-38. Photocopy. Annotated throughout.* Box No. 2:5, Folder No. 1.

An article in Management Today about "trans-cultural competency" in terms of "the international manager", with a focus on the database with "information and cases on around 50,000 managers sampled worldwide" that Fons Trompenaars built. Several smaller articles on particular aspects of the same theme appear within this article.

- [398] *Hampden-Turner, Charles, "The Dilemmas of Managing Knowledge", Market Leader (Winter 1999/2000). pp. 30-35. Photocopy.* Box No. 2:5, Folder No. 1.

An article by Charles Hampden-Turner in Market Leader which explores how the "dilemmas" around "the idea that a company's knowledge must be more widely shared with customers, staff and suppliers" "might be resolved".

- [399] *Hampden-Turner, Charles, "Is There a New Paradigm? The tree in the garden", Business Ethics: A European Review, Vol. 8, No. 3 (July 1999). pp. 177-185. Photocopy.* Box No. 2:5, Folder No. 1.
An article by Charles Hampden-Turner in Business Ethics: A European Review which explores "the New Paradigm" in business.

- [400] *No author, cartoon series. 7 pp. Photocopy.* Box No. 2:5, Folder No. 1.

A series of cartoons which use references to the riddle of the sphinx from Sophocles' Oedipus trilogy of plays, Mr. Kurtz from Joseph Conrad's Heart of Darkness and the Wilfred Owen poem "Anthem for Doomed Youth" for various purposes relating to ideas of Charles Hampden-Turner and/or Fons Trompenaar.

- [401] *Hampden-Turner, Charles, "The enterprising stakeholder", The Independent (February 5, 1996). 1 pg. Photocopy. Box No. 2:5, Folder No. 1.*
An article by Charles Hampden-Turner in The Independent which "argues that stakeholding should be the foundation for a new enterprise culture".
- [402] *Hampden-Turner, Charles M., "The Consultant: Social Technician, Servant of Power or Co-creator of Integrity?: Address to BIG Congress "Help! Here comes the consultant" (April 13, 2000). 24 pp. Box No. 2:5, Folder No. 1.*
The text of an address given by Charles Hampden-Turner which begins and ends by using the character Christian from John Bunyan's The Pilgrim's Progress as an allegory to discuss the role of the business consultant in corporate culture, and focuses on "three images of the consultant as:- 1. Social Technician, 2. Servant of Power, 3. Co-creator of integrity".
- [403] *McAndrews, Robert, letter to Kleiner, Art (Waltham, MA: New England Commons Inc., June 17, 1986). 1 pg. Box No. 2:5, Folder No. 1.*
A letter from Robert McAndrews of New England Commons Inc. to Art Kleiner, offering Kleiner "access [to] either the International Commons or the New England Commons ["an electronic place to have business and planning meetings, workshops, training sessions, and seminars"] on a trial basis" and describing the enclosed items.
- [404] *No author, "Rate Sheet" ([Waltham, MA: New England Commons Inc., 1986]). 1 pg. Box No. 2:5, Folder No. 1.*
A list of costs to subscribe for an "International Commons" account, with options for different plans such as "Basic", "Full" and "Professional".
- [405] *No author, "New England Commons" (Waltham, MA: New England Commons Inc., n.d.). 1 pg. Trifold leaflet. Box No. 2:5, Folder No. 1.*
A leaflet about "The New England Commons" with sections such as "What is The New England Commons?", "How it works" and "How to join The Commons".
- [406] *No author, "The International Commons" (Waltham, MA: New England Commons Inc., n.d.). 1 pg. Trifold leaflet. Box No. 2:5, Folder No. 1.*
A leaflet about "The International Commons" with sections such as "What is The International Commons?", "How it works" and "How to join The Commons".
- [407] *No author [Ingersoll, J. L.?], "Topical Outline of CORPORATE SOCIAL RESPONSIBILITY: YESTERDAY, TODAY & TOMORROW: Presentation by Ingersoll, J. L. to Pacific Gas & Electric Management: San Francisco, August 2, 1979" ([San Francisco, CA: Stanford Research Institute, 1979]). 4 pp. Box No. 2:5, Folder No. 1.*

An outline of a presentation by J. L. Ingersoll given to Pacific Gas & Electric Management on August 2, 1979, about the social responsibility of corporations, exploring the “great debate” of the “late 60’s-early 70’s”, the current [1979] “institutionalizing of CSR [Corporate Social Responsibility]”, and “future issues that might be the CSR issues of the 80’s”.

- [408] *No author [Wilson, Ian H. ?], “The Social Responsibility of Technology-Based Corporations: An Address By Wilson, Ian H., Staff Associate, Business Environment Research, GENERAL ELECTRIC COMPANY: At the Franklin Institute, Philadelphia, Pennsylvania: October 15, 1974” ([Philadelphia, PA: The Franklin Institute, 1974]). 11 pp. Box No. 2:5, Folder No. 1.*

The text of an address given by Ian H. Wilson at The Franklin Institute on October 15, 1974 exploring corporate social responsibility (CSR), particularly in regards to the differences between technology-based corporations such as General Electric and other types of corporation.

- [409] *Trist, Eric, “The Environment and System-Response Capability”, Futures, Vol. 12, No. 2 (April, 1980). pp. 113-127. Photocopy. Box No. 2:5, Folder No. 2.*

An article by Eric Trist in Futures which looks at the evolution of “the wider sociocultural environment” “through three stages (perfect competition, imperfect competition, oligopoly)”, with the author arguing “that we are now making the transition to a fourth, turbulent, type of environment” which “requires a new response pattern” as “The conventional responses are no longer adequate, and indeed cause dissonances which lead to the loss of the stable state.”

- [410] *Trist, Eric, “Quality of Working Life and Community Development: Some Reflections on the Jamestown Experience”, The Journal of Applied Behavioral Science, Vol. 22, No. 3. (1986). pp. 223-237. Photocopy. Box No. 2:5, Folder No. 2.*

An article by Eric Trist in The Journal of Applied Behavioral Science, exploring the author’s hypothesis regarding the “Widespread diffusion of quality of working life (QWL) innovations among organizations”, that “such diffusion is accelerated when QWL is linked to a wider process of community change”, and an exploration of “how this hypothesis was tested through his work with the area-wide labor-management committee of Jamestown, New York, which acted as a mechanism for such a linkage.”

- [411] *[Trist, Eric], “Its Nature and Present Relevance”, “Its Exemplification in Jamestown, N.Y.”, and “Other Developments”, sections of [an article?] (n.d.). 7 pp. Annotated throughout. Box No. 2:5, Folder No. 2.*

An article [?] in three sections. The first regards the new “emphasis ... on the development of human resources and community capability” when considering “economic development”. The second focuses on “A process of comprehensive economic development which illustrates the interrelated features of the new approach” in the particular case of Jamestown, N.Y. The third looks at “several other small declining communities”, “one or two larger cities” and “other programs” which

- “have initiated enterprises in comprehensive economic development on lines similar to Jamestown”.
- [412] *Trist, Eric, “A New Approach to Economic Development” (March, 1977). 23 pp. Box No. 2:5, Folder No. 2.*
 “A shortened version of [a] paper prepared by the Management and Behavioral Science Centre, Wharton School, in collaboration with the staff of the Jamestown Area Labor-Management Committee” which emphasises “the simultaneous development of human resources and community capability”, using the “quality of working life (QWL)” in this exploration of “The shift from the old to the new organizational paradigm”.
- [413] *Trist, Eric, “Referent Organizations and the Development of Inter-Organizational Domains”, Human Relations, Vol. 36, No. 3 (1983). pp. 268-285. Photocopy. Box No. 2:5, Folder No. 2.*
 A paper by Eric Trist in Human Relations which looks at “sets or systems of problems” which arise within “Complex societies in fast-changing environments” and which “are beyond the capacity of single organizations to meet”, leading to the need for “Inter-organizational collaboration ... at what is called the ”domain“ level”, “the required capability at this level [being] mediated by ”referent organizations“”, with the ”Key aspects of domain formation ... discussed in relation to the functions and types of referent organization“ and the ”Four processes of domain development ... identified which compose a sequence.”.
- [414] *Trist, Eric, “Adapting to a Changing World” ([1977]). 11 pp. Photocopy. Box No. 2:5, Folder No. 2.*
 An address by Eric Trist “Presented at the 6th International Personnel Conference, November, 1977, Montreal, Canada” exploring what the author calls a “turbulence” which “arises from the growing interdependence and complexity and the resulting higher level of uncertainty that exist in the world today” which “People and the organizations they build are having to learn to cope with”, and what choices we have to adapt to this situation.
- [415] *Trist, Eric, “New Directions of Hope: Recent Innovations Inter-connecting Organizational, Industrial, Community and Personal Development” ([November 3, 1978]). 36 pp. Photocopy. Annotated throughout. Box No. 2:5, Folder No. 2.*
 The text of “The John Madge Memorial Lecture” delivered by Eric Trist at Glasgow University on November 3, 1978, which explores the way in which “The interdependencies, complexities and uncertainties of the contemporary environment ... have become too great for it [the environment] to be exclusively and effectively managed by ”centres“ - whether political, industrial or urban” and explores alternative ways of viewing the organizational environment, using “Four Innovating Organizations” including “The Jamestown Area Labor-Management Committee” and “The Greater Philadelphia Partnership” as case studies.
- [416] *Trist, Eric L., “Curriculum Vitae” (n.d.). 10 pp. Photocopy. Box No. 2:5, Folder No. 2.*

The CV of Eric Trist, including the following sections: “Education”, “Professional Appointments”, “Editorial Tasks”, “Industrial Consulting”, “Public Consulting”, “Psycho-Analytic Training”, “Honours”, “Service on Professional and Scientific Bodies”, “Curricular Emphases [further broken down to cover Trist’s time at UCLA, University of Pennsylvania and York University]” and “Post-War Publications”.

- [417] *Trist, Eric, “Culture as a Psycho-Social Process” (1967). 11 pp. Box No. 2:5, Folder No. 2.*

A revised version of a paper by Eric Trist originally “contributed to the Symposium on the Concept of Culture arranged for the Anthropological Section of the British Association for the Advancement of Science (1950)” which aims to show that social psychology “requires a concept of culture as a psycho-social process ... [i.e.] it needs a concept which will enable the social and psychological fields to be related to each other.”

- [418] *No author, Long-Term Outlook for the United States Auto Industry: Executive Summary (Menlo Park, CA: Stanford Research Institute, November, 1975). 27 pp. Spiral bound. Box No. 2:5, Folder No. 2.*

The executive summary of a report prepared by Stanford Research Institute under “SRI Project 3612” for “The Ford Motor Company”, which presents “identification and analyses of those problems of and constraints on the U.S. automobile industry that may become critical over the coming twenty-five to thirty years.” Attached by paperclip is a business card of Catherine M. Way with a message [for Art Kleiner?].

- [419] *No author, Long-Term Outlook for the United States Auto Industry: Summary Report (Menlo Park, CA: Stanford Research Institute, November, 1975). 75 pp. Spiral bound. Box No. 2:5, Folder No. 2.*

A summary report prepared by Stanford Research Institute under “SRI Project 3612” for “The Ford Motor Company”, which presents “identification and analyses of those constraints on the U.S. automobile industry that may become critical over the coming twenty-five to thirty years”, this report being the result of “the task of pulling these different perspectives [of “a large number of different researchers or research teams” who worked on the project] into a unified whole” which “reflect[s] the Institute’s position and point of view on the many and diverse problems considered in the conduct of the research assignment.”

- [420] *No author [MacMichael, David C., Elgin, Duane S. and Schwartz, Peter?], ‘Overview’ and ‘Table of Contents’ in Informal Working Papers for the Report: Alternative Futures for Environmental Policy Planning: 1975-2000 (Menlo Park, CA: Center for the Study of Social Policy, Stanford Research Institute, August, 1975). 6 pp. Photocopy. Box No. 2:5, Folder No. 2.*

The “Overview” and table of contents of Informal Working Papers for the Report: Alternative Futures for Environmental Policy Planning: 1975-2000, (Menlo Park, CA: Center for the Study of Social Policy, Stanford Research Institute, August, 1975). The overview explains that the book is divided into three sections, which consist, respectively, of “An extended discussion of the alternative futures methodology”, “A

review of key trend areas which were critical in developing a plausible range of alternative futures scenarios”, and “A review of selected futures literature which provided a multi-dimensional source of competing perspectives”.

- [421] *No author [MacMichael, David C., Elgin, Duane S. and Schwartz, Peter?], “Section I: Alternatives Futures Methodology” in Informal Working Papers for the Report: Alternative Futures for Environmental Policy Planning: 1975-2000 (Menlo Park, CA: Center for the Study of Social Policy, Stanford Research Institute, August, 1975). pp. 1-10, 12-13, 16-17 + 23-24. Photocopy. Box No. 2:5, Folder No. 2.*

Part of “Section 1: Alternative Futures Methodology” in Informal Working Papers for the Report: Alternative Futures for Environmental Policy Planning: 1975-2000, (Menlo Park, CA: Center for the Study of Social Policy, Stanford Research Institute, August, 1975). This section describes “the futures research methodology developed and applied in this study” and is divided into the following subsections “Philosophy and Assumptions“, “Selection of the Methodology“, “Details of the Selected Methodology“ and “Advantages and Disadvantages of the Methodology”, each broken down into further subsections. Some pages are missing.

- [422] *No author [MacMichael, David C., Elgin, Duane S. and Schwartz, Peter?], “Section II: Overview of Key Trend Areas” and “Climate”, in “Section II: Trend Papers” in Informal Working Papers for the Report: Alternative Futures for Environmental Policy Planning: 1975-2000 (Menlo Park, CA: Center for the Study of Social Policy, Stanford Research Institute, August, 1975). pp. i + 1-9. Photocopy. Box No. 2:5, Folder No. 2.*

An overview of “Section II: Trend Papers” and the first paper from this section, “Climate”, in Informal Working Papers for the Report: Alternative Futures for Environmental Policy Planning: 1975-2000, (Menlo Park, CA: Center for the Study of Social Policy, Stanford Research Institute, August, 1975). The overview explains the necessity for “the analysis of key trends which would significantly affect the future along dimensions of concern to the client” in order to “acquire an overview of these important trend areas so that we could make informed judgments when constructing plausible alternative futures scenarios”. The first section, “Climate”, reviews the impact of change in world climate in this light.

- [423] *No author [MacMichael, David C., Elgin, Duane S. and Schwartz, Peter?], “Energy” from “Section II: Trend Papers” in Informal Working Papers for the Report: Alternative Futures for Environmental Policy Planning: 1975-2000 (Menlo Park, CA: Center for the Study of Social Policy, Stanford Research Institute, August, 1975). Corner stapled. pp. 1-9. Photocopy. Box No. 2:5, Folder No. 2.*

The fourth paper from “Section II: Trend Papers”, “Energy”, in Informal Working Papers for the Report: Alternative Futures for Environmental Policy Planning: 1975-2000, (Menlo Park, CA: Center for

the Study of Social Policy, Stanford Research Institute, August, 1975). This chapter considers the future of energy as “a serious problem for the U.S. and much of the rest of the world”, and explores this issue under three subheadings: “Consumption Trends”, “Sources of Supply”, and “Options for the Future”.

- [424] *No author [MacMichael, David C., Elgin, Duane S. and Schwartz, Peter?], [“World Societal Trends–1975-2000” from “Section II: Trend Papers” in Informal Working Papers for the Report: Alternative Futures for Environmental Policy Planning: 1975-2000 (Menlo Park, CA: Center for the Study of Social Policy, Stanford Research Institute, August, 1975)]. pp. 13-27. Photocopy. Box No. 2:5, Folder No. 2.*

This appears to be the sixth paper from “Section II: Trend Papers” in Informal Working Papers for the Report: Alternative Futures for Environmental Policy Planning: 1975-2000, (Menlo Park, CA: Center for the Study of Social Policy, Stanford Research Institute, August, 1975). This chapter considers how societal trends may play out across the world between 1975 and 2000, and how this might impact on environmental policy planning.

- [425] *No author [MacMichael, David C., Elgin, Duane S. and Schwartz, Peter?], “Comments on the Outlook for Cancer in Society” in “Section II: Trend Papers” in Informal Working Papers for the Report: Alternative Futures for Environmental Policy Planning: 1975-2000 (Menlo Park, CA: Center for the Study of Social Policy, Stanford Research Institute, August, 1975)]. pp. 9-10 + 14-15. Photocopy. Box No. 2:5, Folder No. 2.*

The ninth paper from “Section II: Trend Papers” in Informal Working Papers for the Report: Alternative Futures for Environmental Policy Planning: 1975-2000, (Menlo Park, CA: Center for the Study of Social Policy, Stanford Research Institute, August, 1975). This chapter describes “the current U.S. health system and of the major assumptions used in assessing the future impact of cancer”, asks “Four important questions ... relating to the future prediction of carcinomas, per case treatment costs, social costs, and the outlook for a cure, broadly describe[ing] historical and present trends affecting possible answers” and compares “outcomes of the four questions as a function of the type of futures which may prevail in the next twenty years—Survival, Achievement, and Frugal.”.

- [426] *Elgin, Duane S., MacMichael, David C. and Schwartz, Peter, “Preface” and “Table of Contents” in Alternative Futures for Environmental Policy Planning: 1975-2000 (Menlo Park, CA: Center for the Study of Social Policy, Stanford Research Institute, October, 1975). pp. i-vii + cover. Photocopy. Box No. 2:5, Folder No. 2.*

The “Preface” and table of contents in Alternative Futures for Environmental Policy Planning: 1975-2000, (Menlo Park, CA: Center for the Study of Social Policy, Stanford Research Institute, August, 1975). The preface describes the report as containing “the scenarios of the alternative futures, the policy conclusions drawn therefrom, and recommendations for the continuing use of the alternative futures method

in the EPA [Environmental Protection Agency] planning process". The report covers the period "1975-2000 ... from the perspective of possible futures for the United States placed within a world context. The table of contents show that the report is divided into six sections, "Introduction and Summary", "Futures Methodology", "Alternative Futures Scenarios", "Policy Methodology", "Policy Conclusions" and "Using the Report", followed by a "Glossary of Terms Used in Scenarios", a "Bibliography", "Appendix A: Trend Summaries" and "Appendix B: Futures Literature".

[427]

Elgin, Duane S., MacMichael, David C. and Schwartz, Peter, "I: Introduction and Summary", "II: Futures Methodology", "III: Alternative Future Scenarios [introduction]" in Alternative Futures for Environmental Policy Planning: 1975-2000 (Menlo Park, CA: Center for the Study of Social Policy, Stanford Research Institute, October, 1975). pp. 1-19. Photocopy. Box No. 2:5, Folder No. 2.

The first two sections, and part of the third section, in *Alternative Futures for Environmental Policy Planning: 1975-2000*, (Menlo Park, CA: Center for the Study of Social Policy, Stanford Research Institute, August, 1975). The first section, "I: Introduction and Summary", outlines the "Objective", "to provide EPA [Environmental Protection Agency] with a set of alternative futures forecasts for use in the planning of pesticide policy", "The Approach", "to integrate perceptions of the future that the project team derived from its own analysis and an analysis of recent futures literature", an overview of "Alternative Futures" and "Policy Conclusions" and a general "Conclusion". The second section, "II: Futures Methodology", outlines the methods used in researching and compiling the report, broken down, after an introduction, into the following subsections: "Trend Analysis", "Development of Skeletal Futures", "Review of Futures Literatures", "Expansion of Skeletal Futures into Detailed Alternative Futures", "The Likelihood of Different Scenarios" and "Utility of the Futures Methodology." The part of the third section, "III: Alternative Future Scenarios", which is present, consists of all but the final page of the introduction to this section. It is divided into two subsections: "Selection and Content of the Scenarios" and "The Starting Point of the Scenarios".

[428]

Elgin, Duane S., MacMichael, David C. and Schwartz, Peter, "Scenario 1: "Hitting the Jackpot" in "III: Alternative Futures Scenarios" in Alternative Futures for Environmental Policy Planning: 1975-2000 (Menlo Park, CA: Center for the Study of Social Policy, Stanford Research Institute, October, 1975). pp. 20-31. Photocopy. Box No. 2:5, Folder No. 2.

The first scenario described in "III: Alternative Futures Scenarios" in *Alternative Futures for Environmental Policy Planning: 1975-2000*, (Menlo Park, CA: Center for the Study of Social Policy, Stanford Research Institute, August, 1975). This scenario describes "the Kahnian future" [the type of future scenario imagined by Herman Kahn], in which "Science produced the answers; nature was kind; wise corporate business leadership acted responsibly", and there was a "widely extended period of prosperity during the 25-year period [which] placed no exces-

sive strain on the environment". In this scenario, "By 2000, the highly complex and interdependent world economic system demanded a form of world government, and ... increasingly demanded and established world rules for regulation of the environment." p. 20 is the last page of the preceding section.

- [429] *Elgin, Duane S., MacMichael, David C. and Schwartz, Peter, "Scenario 2: Not-So-Great Expectations" in "III: Alternative Futures Scenarios" in Alternative Futures for Environmental Policy Planning: 1975-2000 (Menlo Park, CA: Center for the Study of Social Policy, Stanford Research Institute, October, 1975). Corner stapled. pp. 35-48. Photocopy, two pages to a sheet. A paragraph on p. 44 has been circled in pen, with a handwritten sticky note alongside it which reads "Arnold Mitchell had begun to think of society as "achievers". Box No. 2:5, Folder No. 2.*

The second scenario described in "III: Alternative Futures Scenarios" in *Alternative Futures for Environmental Policy Planning: 1975-2000*, (Menlo Park, CA: Center for the Study of Social Policy, Stanford Research Institute, August, 1975). This scenario describes a situation where "Reduced availability of [energy] ... worsening of [the climate] ... and a per capita decline in [food availability] produce a depression ... by the mid-1980s." "By the 1990's", however, "a societal adaptation is underway leading to economic recovery under less affluent but satisfactory conditions [leading to] a more temperate, resource-conserving, environmentally sound industrial system". In this scenario, "no large scale international conflict of disharmony occurs."

- [430] *Elgin, Duane S., MacMichael, David C. and Schwartz, Peter, "Scenario 3: Apocalyptic Transformation" in "III: Alternative Futures Scenarios" in Alternative Futures for Environmental Policy Planning: 1975-2000 (Menlo Park, CA: Center for the Study of Social Policy, Stanford Research Institute, October, 1975). pp. 49-54 + 61-62. Photocopy.t. Box No. 2:5, Folder No. 2.*

Part of the third scenario described in "III: Alternative Futures Scenarios" in *Alternative Futures for Environmental Policy Planning: 1975-2000*, (Menlo Park, CA: Center for the Study of Social Policy, Stanford Research Institute, August, 1975). This scenario describes a situation where "by the mid-1980's the [U.S.] lost its bet [on new technology making new resources available to sustain growth]", with the result that the economy nearly collapsed." "By the year 2000", however, the majority of Americans were of a new "frugal" class, "and the United States had been transformed."

- [431] *Elgin, Duane S., MacMichael, David C. and Schwartz, Peter, "Scenario 4: Journey to Transcendence" in "III: Alternative Futures Scenarios" in Alternative Futures for Environmental Policy Planning: 1975-2000 (Menlo Park, CA: Center for the Study of Social Policy, Stanford Research Institute, October, 1975). pp. 63-74. Photocopy. Box No. 2:5, Folder No. 2.*

The fourth scenario described in "III: Alternative Futures Scenarios" in *Alternative Futures for Environmental Policy Planning: 1975-2000*, (Menlo Park, CA: Center for the Study of Social Policy, Stanford Re-

search Institute, August, 1975). This scenario describes a situation where “The old, growth-dependant order slowly eroded as it faced the limitations of a finite earth ... [leading to] ” a new order, guided by a more humane image of man ... [which] had drawn most of the remnants of the old order to its side” by the year 2000.

- [432] *Elgin, Duane S., MacMichael, David C. and Schwartz, Peter, “Scenario 5: The Center Holds” in “III: Alternative Futures Scenarios” in Alternative Futures for Environmental Policy Planning: 1975-2000 (Menlo Park, CA: Center for the Study of Social Policy, Stanford Research Institute, October, 1975). pp. 79-84. Photocopy. Box No. 2:5, Folder No. 2.*

The fifth scenario described in “III: Alternative Futures Scenarios” from *Alternative Futures for Environmental Policy Planning: 1975-2000*, (Menlo Park, CA: Center for the Study of Social Policy, Stanford Research Institute, August, 1975). This scenario describes a situation where “the continued dominance of achievement values” is “the most significant” societal aspect, “even while energy shortage threatened, the climate worsened and living standards declined.” As a result of “technological breakthroughs and a cycle of good weather worldwide in the 1990’s ... the world system of the 1970’s” was restored, although “The new system ... was more centralized, more highly regulated, and more authoritarian than that of 25 years earlier.”

- [433] *Elgin, Duane S., MacMichael, David C. and Schwartz, Peter, part of “Scenario 6: The Boom Years” in “III: Alternative Futures Scenarios” in Alternative Futures for Environmental Policy Planning: 1975-2000 (Menlo Park, CA: Center for the Study of Social Policy, Stanford Research Institute, October, 1975). pp. 102-103. Photocopy. Box No. 2:5, Folder No. 2.*

Two pages from the sixth scenario described in “III: Alternative Futures Scenarios” in *Alternative Futures for Environmental Policy Planning: 1975-2000*, (Menlo Park, CA: Center for the Study of Social Policy, Stanford Research Institute, August, 1975). This extract mostly deals with mankind’s perception of “Ecosystems” within this scenario.

- [434] *Elgin, Duane S., MacMichael, David C. and Schwartz, Peter, “Scenario 7: The Industrial Renaissance” in “III: Alternative Futures Scenarios” in Alternative Futures for Environmental Policy Planning: 1975-2000 (Menlo Park, CA: Center for the Study of Social Policy, Stanford Research Institute, October, 1975). pp. 107-118. Photocopy. Box No. 2:5, Folder No. 2.*

The seventh scenario described in “III: Alternative Futures Scenarios” in *Alternative Futures for Environmental Policy Planning: 1975-2000*, (Menlo Park, CA: Center for the Study of Social Policy, Stanford Research Institute, August, 1975). This scenario describes a situation where “An extended recession through the early 1980’s was brought on by inept efforts to control energy consumption” and “growth was ... curbed but at a high economic and social cost”. By the late 1980’s, “the advent of new technology” led “to a period of high growth”, and by the late 1990’s, “the technological elite, in recognition of the finite nature of the earth, were making efforts - this time successfully - to

control growth.” A sticky note attached to p. 108 reads “Schwartz + Elgin knew very well about what they called the ”frugal sector.“ One of Schwartz’s friends was Stewart Brand, whom he had met”.

- [435] *Elgin, Duane S., MacMichael, David C. and Schwartz, Peter, “Scenario 8: The Dark at the Top of the Stairs” in “III: Alternative Futures Scenarios” in Alternative Futures for Environmental Policy Planning: 1975-2000 (Menlo Park, CA: Center for the Study of Social Policy, Stanford Research Institute, October, 1975). pp. 121-132. Photocopy. Box No. 2:5, Folder No. 2.*

The eighth scenario described in “III: Alternative Futures Scenarios” in *Alternative Futures for Environmental Policy Planning: 1975-2000*, (Menlo Park, CA: Center for the Study of Social Policy, Stanford Research Institute, August, 1975). This scenario describes a situation where, following “a decade-long recession” caused by “efforts to control the demand for energy ..., people learned to live with reduced levels of energy consumption”. This was achieved “through the gradual withering of the industrial state and ... acceptance of more frugal life styles.” Following a worsening of the climate through the ’90s, energy consumption was pushed up and the standard of living even more reduced, although social peace was maintained, “enforced by authoritarian regimes.”.

- [436] *Elgin, Duane S., MacMichael, David C. and Schwartz, Peter, “Scenario 9: Mature Calm” in “III: Alternative Futures Scenarios” in Alternative Futures for Environmental Policy Planning: 1975-2000 (Menlo Park, CA: Center for the Study of Social Policy, Stanford Research Institute, October, 1975). pp. 135-136. Photocopy. Box No. 2:5, Folder No. 2.*

Two pages from the ninth scenario described in “III: Alternative Futures Scenarios” in *Alternative Futures for Environmental Policy Planning: 1975-2000*, (Menlo Park, CA: Center for the Study of Social Policy, Stanford Research Institute, August, 1975). This scenario describes a situation where “from 1975-2000” people learned how “to control growth or even limit it”, although due to “a deep and extended recession” following poor control in the late 1970’s, many people left “the system” to become “self-sufficient”, only to later return after “the social managers of the late 1980’s and early 1990’s finally got the situation in hand”, “Aided by the need to provide for fewer numbers and an improving climate”.

- [437] *Elgin, Duane S., MacMichael, David C. and Schwartz, Peter, “Scenario 10: Toward the Jeffersonian Ideal” in “III: Alternative Futures Scenarios” in Alternative Futures for Environmental Policy Planning: 1975-2000 (Menlo Park, CA: Center for the Study of Social Policy, Stanford Research Institute, October, 1975). pp. 149-158. Photocopy. Box No. 2:5, Folder No. 2.*

The tenth scenario described in “III: Alternative Futures Scenarios” in *Alternative Futures for Environmental Policy Planning: 1975-2000*, (Menlo Park, CA: Center for the Study of Social Policy, Stanford Research Institute, August, 1975). This scenario describes a situation where “A rapid evolution in values leads to a transformed America by the year 2000” as “more people came to realize the necessity of tempering our

desire for affluence with an appreciation for the limits of the earth and the needs of its people.”.

- [438] *Elgin, Duane S., MacMichael, David C. and Schwartz, Peter, “IV: Policy Methodology” in Alternative Futures for Environmental Policy Planning: 1975-2000 (Menlo Park, CA: Center for the Study of Social Policy, Stanford Research Institute, October, 1975). pp. 162-170. Photocopy. Annotated throughout. Box No. 2:5, Folder No. 2.*

Part of “IV: Policy Methodology” in *Alternative Futures for Environmental Policy Planning: 1975-2000*, (Menlo Park, CA: Center for the Study of Social Policy, Stanford Research Institute, August, 1975). The sections from this chapter included here, in part or full, are “Development Methodology: Policy Issues”, a list of sixteen policy issues “framed in terms of public attitudes under the assumption that EPA/OPP would make policy decisions generally in keeping with prevailing public attitudes”, “Development Methodology: Policy Issue/Scenario Matrix”, which offers a way of interpreting the public attitude towards the sixteen policy issues, “Analysis Methodology: Cross-Scenario Analysis”, which describes “Table 2”, appearing on p. 170 and displaying “the results of scoring the matrix”, and a small section of “Analysis Methodology: Cross-Issue Analysis”.

- [439] *Elgin, Duane S., MacMichael, David C. and Schwartz, Peter, “V: Policy Conclusions” in Alternative Futures for Environmental Policy Planning: 1975-2000 (Menlo Park, CA: Center for the Study of Social Policy, Stanford Research Institute, October, 1975). pp. 177-182, 184-188. Photocopy. Box No. 2:5, Folder No. 2.*

Part of “V: Policy Conclusions” in *Alternative Futures for Environmental Policy Planning: 1975-2000*, (Menlo Park, CA: Center for the Study of Social Policy, Stanford Research Institute, August, 1975). The sections from this chapter included here, in part or full, are “General Discussion” which takes a general look at the conclusions drawn from the ten scenarios and their analysis, “Issue Analysis” which analyses the sixteen policies outlined in a previous chapter “in the context of different futures”, “Example 1: Immediate Health Risks” which recommends policy in this area for the next twenty-five years, and “Example 2: Future Health Risks” which does the same for this issue. Two sticky notes across pp. 177-178 read “Spirit Harman finagled a grant from Kettering, and began work on the Changing Images of Man report. From that point of view the priorities of people would change. They would have to. And in that [cuts off here]”, and “So many of the ideas are known as ”New Age” appear in this report.

- [440] *Elgin, Duane S., MacMichael, David C. and Schwartz, Peter, “V: Policy Conclusions” and “VI: Using the Report” in Alternative Futures for Environmental Policy Planning: 1975-2000 (Menlo Park, CA: Center for the Study of Social Policy, Stanford Research Institute, October, 1975). pp. 189-190, 194-199, 201-202, 208-209, 211-214 + 217-218. Photocopy. Annotated throughout. Box No. 2:5, Folder No. 2.*

Part of “V: Policy Conclusions” and “VI: Using the Report” in *Alternative Futures for Environmental Policy Planning: 1975-2000*, (Menlo Park, CA: Center for the Study of Social Policy, Stanford Research Institute, August, 1975). The sections from “V: Policy Conclusions” include “Scenario Analysis”, an analysis of the ten scenarios, explored in an earlier section, as a whole, “Policy Reversal Analysis”, which analyses the potential need for “a clear and substantial change in policy direction that emerges from one time period to the next in the context of a given scenario”, “Other Issues”, which looks at further problems surrounding “environmental protection” and “Summary”, which suggests five actions which “the planning process appropriate to the range of plausible social environments revealed by these scenarios would have to do”. The sections from “VI: Using the Report” consist of two main sections, “Continued Trend Monitoring”, which looks at four trends, “Energy Consumption”, “Climate”, “Food” and “Values” that it will be necessary to keep abreast of, and “Modifying and Updating Scenarios”, which looks at the need to develop additional scenarios and the possibility of “Wild Cards”, unpredictable events which may have wildly unforeseen outcomes. A handwritten note on p. 201 reads “They suggest the EPA monitors driving trends in a major ongoing project:”.

[441]

Elgin, Duane S., MacMichael, David C. and Schwartz, Peter, “VI: Using the Report” in Alternative Futures for Environmental Policy Planning: 1975-2000 (Menlo Park, CA: Center for the Study of Social Policy, Stanford Research Institute, October, 1975). pp. 223-227 + 229. Photocopy. Box No. 2:5, Folder No. 2.

Part of “VI: Using the Report” in *Alternative Futures for Environmental Policy Planning: 1975-2000*, (Menlo Park, CA: Center for the Study of Social Policy, Stanford Research Institute, August, 1975). The extract includes two “Mini-Scenario Example[s]” looking at the “Evolution of Pesticide Technology” in the context of two of the ten scenarios explored in earlier chapters. Other sections include “Gaming”, which looks at “role playing” as a method of thinking through scenarios, “Policy Workshops” which looks at the use of workshops as another method, and “Using the Futures System” which looks at how the “futures system” might be used. The first page of a “Glossary” appears on p. 229.

[442]

Elgin, Duane S., MacMichael, David C. and Schwartz, Peter, “Appendix A: Trend Summaries” in Alternative Futures for Environmental Policy Planning: 1975-2000 (Menlo Park, CA: Center for the Study of Social Policy, Stanford Research Institute, October, 1975). pp. 258-260 + 269-272. Photocopy. Box No. 2:5, Folder No. 2.

Part of “Appendix A” in *Alternative Futures for Environmental Policy Planning: 1975-2000*, (Menlo Park, CA: Center for the Study of Social Policy, Stanford Research Institute, August, 1975). The sections of this appendix included in the photocopy, in part or full, are “Ecological Implications of Pesticides” which looks at “the pros and cons of pesticide use”, “World Societal Trends” which looks at societal trends across a number of different cultures, and “Climate” which looks at “some of

the major implications of deteriorating weather on pest control and pesticides.”.

[443]

Elgin, Duane S., MacMichael, David C. and Schwartz, Peter, “Appendix B: Futures Library” in Alternative Futures for Environmental Policy Planning: 1975-2000 (Menlo Park, CA: Center for the Study of Social Policy, Stanford Research Institute, October, 1975). pp. 281-286. Photocopy. Box No. 2:5, Folder No. 2.

“Appendix B” in Alternative Futures for Environmental Policy Planning: 1975-2000, (Menlo Park, CA: Center for the Study of Social Policy, Stanford Research Institute, August, 1975). This appendix summarises sixteen books in the “futures literature” genre which the authors feel were “most useful to this study”.

Box 3:1 - 3:5

- [444] *Metelits, Mike, "Letter From South Africa", Netview (Summer/Fall, 1996). pp. 17-22. Tear sheets. Box No. 3:1, Folder No. 1.*
An article in Netview [a publication of Global Business Network] by Mike Metelits about the Standard Bank National Festival of the Arts, held in Grahamstown, South Africa, exploring "how inclusive and/or representative" this festival is "in the third year of the New South Africa [after apartheid]".
- [445] *Johnson, Robert and Tanner, James, "Departing Drillers", The Wall Street Journal (New York, NY, April 20, 1992). pp. A1-A2 + A5-A6. Tear sheets. Box No. 3:1, Folder No. 1.*
An article in The Wall Street Journal which discusses independent oil drillers moving away from the U.S. to foreign locations following a slow-down in domestic oil production.
- [446] *Felker, Clay, "String Pullers All", M inc, Vol. VIII, No. 12 (September, 1991). p. 3-4. Tear sheet. Box No. 3:1, Folder No. 1.*
A "Letter from the Editor" of M inc, Clay Felker, which uses the case of John J. McCloy, former "head of the American Establishment", to illustrate how "the composition of our power brokers [in 1991] shows a very different makeup".
- [447] *Collyns, Napier and Brand, Stewart, no title, transcript of [faxed?] conversation (February 13-20, 1989). 1 pg. Box No. 3:1, Folder No. 1.*
A conversation [via fax?] between Napier Collyns and Stewart Brand about scenarios planning at Shell, the roles Pierre Wack and Ted Newland played in this, and the path of Global Business Network [GBN]".
- [448] *No author, a series of documents relating to the GBN Scenario Planning Seminar, April 18-23, 1993. 14 pp. Annotated throughout. Box No. 3:1, Folder No. 1.*
A series of documents relating to the GBN Scenario Planning Seminar, April 18-23, 1993. The first sheet is a cover sheet which reads "To: Art Kleiner Room 601: 4 pages to follow" with extensive handwritten notes on the verso which include a brief timeline of Pierre Wack's career and references to scenario planning. The second sheet is a list of the syndicates attending the seminar and the title and location of their talks, including Pierre Wack, Stewart Brand and Paul Hawken, with extensive handwritten notes on recto and verso, with reference to scenarios planning and Shell. The third sheet is a double-sided schedule for the seminar with notes and an illustration on the verso. The fourth sheet is a list of five bullet points under the heading "Useful Scenarios Must Be", with one handwritten note on the recto and a hand drawn diagram and notes on the verso under the title of "Elements of Strategic Vision". The fifth sheet is a breakdown of a talk at the seminar by Peter Schwartz, "What Makes Good Scenarios?", with a hand drawn diagram and notes on the verso. The sixth sheet is titled "Questionnaire" and asks the reader to evaluate various elements of the seminar, including "Presentations", "Syndicates", "Master Classes" and "Reading Materials". The stapled document is a seven page list of the names,

- companies, business phone numbers and fax numbers [of the attendees to the seminar?].
- [449] *No author [Kleiner, Art?], sheets from a notebook, handwritten. 126 pp.* Box No. 3:1, Folder No. 1.
 Sheets from a notebook, many loose although with a section of the notebook still bound. The sheets consist of extensive handwritten notes, presumably written by Art Kleiner at the GBN Scenario Planning Seminar, April 18-23, including thoughts on the syndicates, data structuring, sustainable energy, Peter Schwartz, Warren Bennis, Pierre Wack, scenario planning, Willis Harman and Don Michael.
- [450] *No author, subscription card for The Atlantic.* Box No. 3:1, Folder No. 1.
 A subscription card for The Atlantic magazine.
- [451] *No author, "What's new this week in the library?", GBN Library (April 16, 1993). 3 pp.* Box No. 3:1, Folder No. 1.
 A list of new items in the GBN Library, including a list of "New Magazines", a list of "New Books" and a list of "WELL Conferences".
- [452] *Jennings, J. S., The energy outlook - its implications for upstream oil and gas (Sanderstølen, Norway: Energy Policy Seminar, February 9, 1989). 17 pp. Photocopy. Annotated throughout.* Box No. 3:1, Folder No. 1.
 An address by J. S. Jennings, "a managing director of The "Shell" Transport and Trading Company, p.l.c. and a Group managing director of the Royal Dutch/Shell Group of Companies", which aims to review "the evolution of energy demand", "make ... observations on the current state of the principal markets for oil and gas and ... the key factors that will determine demand in the future", and "identify some ... implications for those who would supply these markets". A handwritten note on p. 1 [by Art Kleiner?] reads "No overt evidence of scenario planning at all - just a coy reference to the fact that none of us know how to forecast." A second note on p. 1 refers to Napier Collins.
- [453] *No author [Kleiner, Art?], A4 notebook with handwritten notes. (n.d.). 20 pp.* Box No. 3:1, Folder No. 1.
 An A4 notepad full of handwritten notes [by Art Kleiner?] responding to a draft of a proposed book, The New Versailles, by Edouard Parker and Ted Newland, which aims "to create a watershed or a paradigm shift in the direction of a post cold-war new social economic order" and which argues the case for adopting more scenario planning strategies to avoid global "Colombianization".
- [454] *[Newland, Ted?], letter to Rubin, Harriet (September 20, 1990) and [Newland, Ted and Parker, Edouard?], "Proposal: Publication of a book entitled: The New Versailles" (October 4, 1990). 5 pp. Fax. Includes a cover page with Doubleday header and the information that the document is for Kleiner, Art from Rubin, HARriet.* Box No. 3:1, Folder No. 1.

This document is in two parts. First a letter [from Ted Newland?] to Harriet Rubin of Doubleday, regarding the proposal for Newman's book, The New Versailles. Second the proposal for The New Versailles, a book which aims "to create a watershed or a paradigm shift in the direction of a post cold-war social economic order" and which argues the case for adopting more scenario planning strategies to avoid global "Colombianization". A cover page with Doubleday header provides the information that the document is for Art Kleiner, from Harriet Rubin.

- [455] *[Newland, Ted and Parker, Edouard?], "Chapter 10: The East/West couple in Europe: Part 2: Western Europe" in The State of the World at the Beginning of the 21st Century: Place your bets (n.d.). 30 pp. Photocopy. A letter from Rubin, Harriet to Kleiner, Art on Doubleday headed paper is attached which reads: "Dear Art, Here is the chapter Ted Newland wanted you to see before your meet with him next week. Box No. 3:1, Folder No. 1.*

The tenth chapter of the [proposed?] book The State of the World at the Beginning of the 21st Century, which seems to be a later title for The New Versailles. This chapter argues that "The world's principal economic area [Europe, based on the author's arguments], without political power, is at stake in world "oligarchic" conflicts, and is not ready to lead the world on to a "HIGH-ROAD" scenario."".

- [456] *No author, no title (n.d.). 1 pg. Annotated throughout. Box No. 3:1, Folder No. 1.*

A single A4 sheet which seems to be the last half page of a draft of a chapter from an unknown book [The State of the World at the Beginning of the 21st Century by Ted Newland and Edouard Parker?]. This page discusses the impact of McDonald's on American culture. Two paragraphs in bold italicised font seem to be feedback from a third party [Art Kleiner?].

- [457] *[Newland, Ted and Parker, Edouard, The State of the World at the Beginning of the 21st Century [draft] (Doubleday, n.d.)?]. 121 pp. Annotated throughout. Also includes a "Summary" on one sheet, with handwritten annotations [by Art Kleiner?]. Box No. 3:1, Folder No. 1.*

This seems to be a draft of the book by Ted Newland and Edouard Parker, first titled The New Versailles and later titled The State of the World at the Beginning of the 21st Century, though here untitled. Annotations throughout offer feedback [from Art Kleiner?]. This book aims "to create a watershed or a paradigm shift in the direction of a post cold-war social economic order" and argues the case for adopting more scenario planning strategies to avoid global "Colombianization".

- [458] *Kleiner, Art, letter to Parker, Edouard (January 10, 1991). 1 pg. Box No. 3:1, Folder No. 1.*

A letter from Art Kleiner to Edouard Parker explaining that Ted Newland had asked Kleiner to send Parker "a copy of [Kleiner's] resume and a sample of [his] design work". Any enclosed documents mentioned by Kleiner do not appear to be in this archive.

- [459] *Gelt, Roberta, letter to Kleiner, Art (March 23, 1993). 1 pg. Box No. 3:1, Folder No. 1.*
A letter from Roberta Gelt of Global Business Network to Art Kleiner advising him to read an enclosed set of articles on scenario planning, and *The Art of the Long View* by Peter Schwartz, prior to Kleiner's attendance at "the GBN scenario planning seminar".
- [460] *Wack, Pierre, "Scenarios: the Gentle Art of Re-perceiving" (Cambridge, MA, Harvard College, 1984). pp. 27-105. Photocopy. Box No. 3:1, Folder No. 1.*
Part of the enclosed articles by Roberta Gelt. A paper by Pierre Wack, subtitled "One Thing or Two Learned While Developing Planning Scenarios for Royal Dutch/Shell" which identifies "decision scenarios", "scenarios which are of real help for decision makers" as opposed to "scenarios which tell a story", and determines the difference between these two types of scenarios in a way that "is illustrated by describing the evolution of the planning process in Shell, where there is now a considerable body of experience in dealing with scenarios.".
- [461] *Jennings, J. S., Countries and companies: making a new deal? (London, UK, Group Public Affairs, Shell International Petroleum Company Ltd, 1990). 8 pp. Original publication. Box No. 3:1, Folder No. 2.*
A "Keynote address to Cambridge Energy Research Associates, Executive Conference, Houston, 'The new era: energy, the environment and global strategies', 6-7 February 1990", delivered by J. S. Jennings, "A Group managing director of the Royal Dutch/Shell Group and Exploration and Production co-ordinator", in which Jennings gives his view on the identifiable trends "which are likely to have a significant influence on the way the upstream oil and gas industry evolves in the coming decade [1990s]" and speculates "on how they might influence events ... and in particular how they might influence relationships between host countries and companies in our industry".
- [462] *Jennings, J. S., The deep offshore - commercial and technical perspectives (London, UK, Group Public Affairs, Shell International Petroleum Company Ltd, 1989). 12 pp. Original publication. Box No. 3:1, Folder No. 2.*
An "Introductory address to the Deep Offshore Technology Conference, Marbella, 16 October 1989", delivered by J. S. Jennings, "A Group managing director of the Royal Dutch/Shell Group and Exploration and Production co-ordinator". In this address, Jennings reviews "the history of [Shell's] offshore oil and gas industry" and then tries "to identify some key ways in which [Jennings] think[s] these lessons can be applied to enhance [Shell's] prospects for the future", before discussing where Jennings believes "the near and medium term offshore opportunities will be".
- [463] *O'Brien, William J., "Moral Formation for Managers: Closing the Gap Between Intention and Practice", in Character and the Corporation (Cambridge, MA: Center for Organizational Learning, Massachusetts Institute of Technology, 1995). 23 pp. Box No. 3:1, Folder No. 2.*

An essay by Bill O'Brien about the pursuit and practice of "moral excellence" by organisations in order to change an organization "that is considered ordinary by present standards to one that strives to practice moral excellence."".

- [464] *No author, "The Centre for Generative Leadership" (n.d.). 1 pg.. P. 213. Box No. 3:1, Folder No. 2.*

A single page from an unknown publication which provides a brief explanation of The Centre for Generative Leadership, "a professional consortium that works collaboratively with clients to develop the leadership required to shape the future in our current environment of fundamental change and spiralling complexity".

- [465] *Welter, Therese R., "The Source of Strength: Roots and Reach", Industry Week (October 21, 1991). pp. 10-11, 14 + 16-17. Photocopy. Box No. 3:1, Folder No. 2.*

An article in Industry Week about Hanover Insurance Co., Bill O'Brien, the president of Hanover, and the success in "turn[ing] around a company performing near the bottom of the industry" due to "profound changes in corporate philosophy".

- [466] *No author, "The Hanover Story" (n.d.). 23 pp. Box No. 3:1, Folder No. 2.*

[A paper?] which looks at the history and achievements of Hanover Insurance Co., looking at "Hanover's long-term performance" through a series of charts, and examining how "Hanover is a different kind of company with a unique set of governing ideas . . . or philosophy, [which] began with an articulation of Hanover's three-part purpose, and grew to include a vision which serves as its beacon, and seven values which act as a rudder."".

- [467] *Sherrin, Bennett and Brown, Juanita, "Mindshift: Strategic Dialogue for Breakthrough Thinking" in Chawla, Sarita and Renesch, John (eds.), Learning Organizations: Developing Cultures for Tomorrow's Workplace (Portland, OR: Productivity Press, 1995). pp. 166-183. Photocopy. Box No. 3:1, Folder No. 2.*

A chapter from Learning Organizations: Developing Cultures for Tomorrow's Workplace which explores strategic dialogue, "a special type of collaborative inquiry which supports the discovery of breakthrough insights that can substantially improve business results" as a means to answer questions such as "How can we as a team improve the way we think about the work we do?" and "What dilemmas have we encountered that need to be resolved", using a number of "scenarios" to explore "the strategic imperative, the spirit of inquiry, the dynamics of dialogue, and the way that learning happens among a collaborative team".

- [468] *O'Brien, William J., letter to Kleiner, Art (Southborough, MA: August 24, 1996). 2 pp. Original document. Box No. 3:1, Folder No. 2.*

A letter from Bill O'Brien to Art Kleiner regarding their discussion of CGL [Centre for Generative Leadership] and OLC [Organizational Learning Center], and describing the enclosed documents, "A McKinsey

- report that documents Hanover's financial performance, in comparison with the insurance industry, for the 15 year period between 1978 and 1993" and "the comments Larry Brandon, author of Let the Trumpet Resound, made in opening his chapter on Visionary Leadership".
- [469] *No author, a series of "Exhibits" in The Journey: Report to Management (McKinsey & Company, Inc., n.d.). 5 pp. Photocopy. Box No. 3:1, Folder No. 2.*
A series of "Exhibits" which examine 35 companies, including Hanover, in the form of graphs and charts, from The Journey: Report to Management [see next item but one]. Exhibits included here are "Growth in Adjusted Surplus vs. Combined Ratio 1979-93", "Range of Combined Ratio Performance 1979-93", "Growth Adjusted Surplus vs. Investment Returns 1979-93", "Expense Ratio vs. Combined Ratio 1979-93" and "Net Premium Written vs. Combined Ratio 1979-93".
- [470] *Brandon, Lawrence G., "Visionary Leadership" from Let the Trumpet Resound: The Insurance Industry in the 21st Century ([CPCU-Harry J. Loman Foundation, 1996]). pp. 179-180 + cover. Photocopy. Box No. 3:1, Folder No. 2.*
The first two pages of Chapter 16, "Visionary Leadership" from Let the Trumpet Resound by Lawrence G. Brandon. The purpose of this chapter is "to focus on ways in which leaders can provide visionary leadership", with reference made to Bill O'Brien and Peter Senge.
- [471] *No author, The Journey: Report to Management (McKinsey & Company, Inc., n.d.). 38 pp. Original publication. Box No. 3:1, Folder No. 2.*
A report by McKinsey & Company, Inc. that comparatively assesses the performance of the insurance industry over the 15 year period 1979-93, including The Hanover Insurance Companies.
- [472] *No author, "William J. O'Brien" (n.d.). 1 pg. Box No. 3:1, Folder No. 2.*
A brief biography of Bill O'Brien, covering his time as President and CEO of The Hanover Insurance Companies and earlier activities, and covers his achievements.
- [473] *No author, "Adam Kahane" (n.d.). 1 pg. Box No. 3:1, Folder No. 2.*
A brief biography of Bill O'Brien, covering his work at the Centre for Generative Leadership, the Centre for Innovative Leadership, and the Global Business Network, as well as his previous activities, such as his work as Head of Social, Political, Economic and Technological Scenarios in the Group Planning Coordination of Shell International Petroleum Company.
- [474] *Kleiner, Art, "About the Centre for Generative Learning" (1996). 30 pp. Annotated throughout. Box No. 3:1, Folder No. 2.*
A brochure copy written for The Centre for Generative Leadership by Art Kleiner. The document outlines the purpose and philosophy of the CGL, contains biography's of "The Centre's Principals", and other sections: "Suppose You Took Strategy Seriously?", "Authentic Leadership", "Strategic Conversation", "What Does the Centre for Genera-

tive Leadership Not do?”, and “CGL’s Theoretical Heritage: An Annotated Bibliography” (including reference to books by Joseph Campbell, Erich Fromm, Art Kleiner [The Age of Heretics], Alfred Korzybski, Carl Rogers, Peter Senge and Edgar Schein). Also included is “The Sequence of CGL’s Work”, which Kleiner notes is not for the brochure but which he put together as he believed CGL might find it useful, with a brief reference to Shell, and the invoice for Kleiner’s work on the brochure, including expenses, and “Notes on Deliverables”, which includes notes on what the brochure should deliver.

- [475] *Kleiner, Art, [“About the Centre for Generative Learning”?] (1996). Annotated throughout. Box No. 3:1, Folder No. 2.*

This seems to be most of a later draft of the brochure copy written by Art Kleiner for The Centre for Generative Leadership (see previous item).

- [476] *Senge, Peter M., “System Dynamics As an Artifact for The Systems Age: Draft” presented at the 1983 International System Dynamics Conference July 27-30, Pine Manor College, Chestnut Hill, Boston, Mass. (Cambridge, MA: March, 1983). Corner stapled. 26 pp. Box No. 3:1, Folder No. 2.*

A draft of a paper written “For the 1983 International System Dynamics Conference July 27-30, Pine Manor College, Chestnut Hill, Boston, Mass.” by Peter Senge, which argues that “tools like system dynamics can focus the forces of change and bring them to bear more directly on pressing societal problems” at a time when “Diverse evidence suggests that western society may be in the midst of evolving fundamental assumptions, beliefs, and perceptions more consistent with a systemic world view.”.

- [477] *Kim, Colleen Lannon (ed.), “The Fifth Discipline: The Art & Practice of the Learning Organization” (Framingham, MA: Innovation Associates, 1990). 8 pp. Original publication. Box No. 3:1, Folder No. 2.*

The text of a conversation which “took place on July 19, 1990 in Grafton, Vermont, where Peter Senge spoke to a small group of colleagues and graduates of Innovation Associates’ Leadership and Master program about the process of writing his book and the final product, The Fifth Discipline”, a book about mastering “certain basic disciplines”: “Systems Thinking”, “Personal Mastery”, “Mental Models”, “Building Shared Vision” and “Team Learning” in order to become a “learning organization”, an organization “that discover[s] how to tap their people’s commitment and capacity to learn at every level in the company.”.

- [478] *Kofman, Fred, “MIT - OLC: Leading, Learning Communities” (n.d.). 25 pp. Box No. 3:1, Folder No. 2.*

[A paper?] by Fred Kofman about Leading, Learning Communities [LLC], “an eight-month program on the concepts, disciplines and practices of organizational learning”, run by the Organizational Learning Center [OLC], MIT. The document outlines the program and its aims from an “educational standpoint”, “a helping standpoint” and “a research standpoint”. The sections of this document are: “Potential Ben-

efits to Participants”, “Basic Philosophy”, “Methodology”, “Values”, “Tools and Practices”, “Comparison of LLC to Traditional Five-day Core Program”, “Logistics”, and “Closing Ideas”.

- [479] *No author, Royal Dutch Petroleum Company: Annual Report 1985 (Royal Dutch Shell, 1985). 56 pp. Original publication.* Box No. 3:2, Folder No. 1.

The 1985 annual report for the Royal Dutch Petroleum Company (Shell). The report includes a foreword by L. C. van Wachem, President of the Royal Dutch Petroleum Company which looks back at the achievements and highlights of 1985, and is then divided into four sections: “Section 1: Royal Dutch/Shell Group of Companies - Operations”, “Section 2: Structure of the Group”, “Section 3: Royal Dutch Petroleum Company”, “Section 4: Royal Dutch/Shell Group of Companies - Results”.

- [480] *No author, The “Shell” Transport and Trading Company, p.l.c.: Annual Report 1988 (The “Shell” Transport and Trading Company, p.l.c., [1989?]). 52 pp. Original publication.* Box No. 3:2, Folder No. 1.

The 1988 report of The “Shell” Transport and Trading Company, p.l.c., which begins with a foreword from Peter Holmes, Chairman of The “Shell” Transport and Trading Company, p.l.c. which looks back at the achievements and highlights of 1988, and is then divided into the following sections: “Group highlights”, “Discussion and analysis of financial condition and results of operations”, “Liquidity and capital resources”, “Research and development”, “Structure of the Group”, “Operating Companies - Group and associated”, “Holding and Service Companies - Management” “Report of the Auditors”, “Financial statements”, “Supplementary information - oil, gas and coal reserves”, “Summarized financial data” and “Operational comparisons 1984-1988”.

- [481] *No author, “Shell World: The International Business Magazine of Royal Dutch Shell”, Shell World, No. 2, (London, UK, April, 1989). 35 pp. Original publication.* Box No. 3:2, Folder No. 1.

The April, 1989 issue of Shell World: The International Business Magazine of Royal Dutch Shell, including articles on the greenhouse effect and global warming, the official opening of the Rabi field in Gabon, changes to “The Group’s Materials business and the implications of” the cancellation of Italy’s nuclear power programme“ ”for the oil business”.

- [482] *Vries, Joop de, “Images of the nineties” from “Selected papers: A series of papers, articles and speeches prepared by Shell staff” ([London, UK:?] Group Public Affairs, April, 1988). 10 pp. Original publication.* Box No. 3:2, Folder No. 1.

A presentation given by Joop de Vries as part of the “Talks to Staff series, delivered in Shell Centre on 2 February and in Central Offices, The Hague on 8 February 1988”, which gives “an overview of Group Planning’s analyses of the business environment” with a focus on visions and perceptions of the upcoming 1990s.

- [483] *No author, “Royal Dutch/Shell: According to plan” and “Bad smell at Shell”, The Economist (London, UK, July 22, 1989). pp.62-63.*

Photocopy. Annotated pg. 62 reads "for Mr Kleiner". Box No. 3:2, Folder No. 1.

An article in The Economist which looks at the scenario planning of Royal/Dutch shell, how the company have used this in the past and how they're presently using it to look at the next twenty years (from 1989), with "the key factor for Shell planners" being the environment. "Bad smell at Shell" is a very short side article on p. 63 about Shell's being "attacked in the British press for its involvement in two projects in Brazil's Amazon rainforest" and reports "that the company has been supplying fuel to mineral prospectors in Boa Vista" who "have invaded the lands of the Yanomami Indians ... bringing disease, death and alcohol".

- [484] *No author, "Management Brief: Decisions, decisions", The Economist (London, UK, July 22, 1989). pp. 64-65. Photocopy.* Box No. 3:2, Folder No. 1.

An article in The Economist which "looks at new techniques that promise to marry day-to-day decision-making with long-term strategic planning" with the "agent of change" being "the humble desktop computer", with reference to Shell regarding this issue.

- [485] *Mirvis, Phillip H., "Cornerstones: Foundations of Organizational Learning" and Mirvis, Phillip H., cover letter to Kleiner, Art (n.d.). 10 pp + cover letter.* Box No. 3:2, Folder No. 1.

A document put together by Philip H. Mirvis for Art Kleiner, presumably to help Kleiner's research for The Age of Heretics. The document includes notes on organizational learning with reference to many other thinkers and writers in this area, many of whom who also appear in The Age of Heretics. The document looks at how the ideas around organizational learning developed and diffused, the "Theoretical Foundations" of organizational learning (with two subsections, "Understanding Organizations as Systems" and "Organizations $\&$ Machines or Organisms?" and the idea of the "Thinking Organization". Includes a cover letter from Mirvis to Kleiner.

- [486] *No author, "Cornerstones of the Learning Organization: Program information and reference materials" ([December 10, 1993]). 40 pp.* Box No. 3:2, Folder No. 1.

A document of "Program information and reference materials" for "Video-conference Participants" which took place "December 10, 1993, 1-4 p.m. (ET), Live with Dr. Peter Senge and a studio audience of business and education leaders." The videoconference featured Peter Senge sharing "how the five disciplines discussed in ... The Fifth Discipline: The Art and Practice of the Learning Organization, can be organized into three essential cornerstones: Aspiration, Conversation and Conceptualization," whilst this document provides readings to "enrich [the participant's] understanding of the topics". The document also includes a Welcome letter, an overview of the presenters and speakers, programme highlights, instructions for learning exercises around the programme, and a bibliography.

- [487] *Levi, Robert, letter to Senge, Peter and Levi, Robert, Study Notes*

- on *"The Fifth Discipline"* (1992). 41 pp. Box No. 3:2, Folder No. 1.
- A [second draft of a] book by Robert Levi "designed to be used in conjunction with" *The Fifth Discipline* by Peter Senge, broken down into twenty one chapters including "Disciplines of the Learning Organization", "The Fifth Discipline", "The Beer Game", "1st Principle of Systems Thinking" and "Team Learning". Also included is a cover letter from Levi to Senge explaining the purpose of the "Study Notes". A handwritten note on the front cover indicates that the document was sent to Art Kleiner [by Robert Levi?].
- [488] *Levi, Robert, letter to Senge, Peter and Levi, Robert, Study Notes on "The Fifth Discipline" (1992). pp. 1-3.v.* Box No. 3:2, Folder No. 1.
- The first three pages of the [second draft of a] book by Robert Levi "designed to be used in conjunction with" *The Fifth Discipline* by Peter Senge, broken down into twenty one chapters including "Disciplines of the Learning Organization", "The Fifth Discipline", "The Beer Game", "1st Principle of Systems Thinking" and "Team Learning". Also included is a cover letter from Levi to Senge explaining the purpose of the "Study Notes". A handwritten note on the front cover indicates that the document was sent to Art Kleiner [by Robert Levi?].
- [489] *"Jenny", "How do you Learn This?" (October 6, 1993). 20 pp.* Box No. 3:2, Folder No. 1.
- A brief introduction about "looping" [representing various issues with loop diagrams] and a series of diagrams, e.g., "Business Strategy: Growing a Market", "Organizations and Institutions: Learning to Stay the Same and "Organizations and Institutions: Forcing Behavior [in education]" to illustrate this. Also attached is a letter to Art Kleiner from "Jenny" giving further information on the document.
- [490] *Dulworth, Ed, letter to Kleiner, Art (n.d.) and Coveleskie, Vince, "Area man aids Clinton study", The Tribune (Scranton, PA, September 15, 1993). 4 pp.* Box No. 3:2, Folder No. 1.
- A letter from Ed Dulworth to Art Kleiner recommending Kleiner look at "the Report of the National Performance Review [NPR], Creating a Government that Works Better & Costs Less" and outlining Dulworth's experience working with the NPR, becoming a "learning organization" with a small team, and ultimately having his work seriously explored by Vice President Al Gore and President Clinton. Attached is an article from *The Tribune* about the report and Ed Dulworth's work.
- [491] *Senge, Peter, "Learning Organization Framework" (Innovation Associates, 1994). 1 pg.* Box No. 3:2, Folder No. 1.
- A "looping" diagram illustrating the framework of a learning organization.
- [492] *Margulies, Nancy (artist), no title, illustrations (n.d.). 24 pp. Photocopy.* Box No. 3:2, Folder No. 1.
- Illustrations "Prepared by Nancy Margulies for Innovation Associates" to illustrate concepts relating to learning organizations, including "Mind-

- scapes”, “The Cycle of Learning” and “Mental Models”. An illustration of Peter Senge is also included.
- [493] *No author, [Kleiner, Art?], handwritten notes (n.d.). 2 pp.* Box No. 3:2, Folder No. 1.
Two pages of handwritten notes relating to Nancy Margulies’ cartoon illustrations for Innovation Associates.
- [494] *No author, “Uncertainties” from “Certainties/Uncertainties” (July 26, 1993). 1 pg. Annotated throughout.* Box No. 3:2, Folder No. 1.
A list of “Uncertainties”, including “Problems with existing infrastructure and eminent domain”, “Total trade war”, “Weather and climate”, “Terrorism” and “Pandemic disease.” Handwritten notes on the verso.
- [495] *No author, “The Fifth Discipline Fieldbook: Fieldbook illustrator contract” (November 16, 1993). 2 pp.* Box No. 3:2, Folder No. 2.
A contract between the clients (Art Kleiner, Charlotte Roberts, Rick Ross, Peter Senge and Bryan Smith, authors of The Fifth Discipline Fieldbook) and an illustrator, Martie Holmer, with the assignment being: “Renditions of approximately 200 illustrations (drawings, icons, and diagrams), for publication in The Fifth Discipline Fieldbook. and including an outline of ”milestones“ to be completed, the payment schedule, and other matters such as ”copyright“, ”expenses“ and ”cancellation“.”
- [496] *No author, “The Fifth Discipline Fieldbook: Fieldbook illustrator contract” (November 16, 1993). 2 pp.* Box No. 3:2, Folder No. 2.
A contract between the clients (Art Kleiner, Charlotte Roberts, Rick Ross, Peter Senge, Bryan Smith, Authors of The Fifth Discipline Fieldbook) and an illustrator, Martie Holmer, outlining the assignment, “Renditions of approximately 200 illustrations (drawings, icons, and diagrams) for publication in The Fifth Discipline Fieldbook, and including an outline of ”milestones“ to be completed, the payment schedule, and other matters such as ”copyright“, ”expenses“ and ”cancellation“.”
- [497] *Kleiner, Art, “Agreement” (October 30, 1993). 5 pp. Handwritten.* Box No. 3:2, Folder No. 2.
A handwritten agreement between the clients (Art Kleiner, Charlotte Roberts, Rick Ross, Peter Senge, Bryan Smith, Authors of The Fifth Discipline Fieldbook) and an illustrator, Martie Holmer, outlining the assignment, “Renditions of approximately 200 illustrations (drawings, icons, and diagrams) for publication in The Fifth Discipline Fieldbook”, and including an outline of “milestones” to be completed, the payment schedule, and other matters such as “copyright”, “expenses” and “cancellation”.
- [498] *No author, [Holmer, Martie (illustrator)?], illustrations (n.d.). 38 pp. Annotated throughout.* Box No. 3:2, Folder No. 2.
A series of illustrations, presumably by Martie Holmer for The Fifth Discipline Fieldbook.
- [499] *No author, [Holmer, Martie (illustrator)?], illustrations (n.d.). 3 pp. Annotated throughout.* Box No. 3:2, Folder No. 2.

Three 'looping' diagrams, perhaps by Martie Holmer for The Fifth Discipline Fieldbook. A handwritten note on p. 1 reads "From Art Kleiner To Peter Senge ... Doubleday just faxed me these today."

- [500] *No author, [Holmer, Martie (illustrator)?], illustrations (n.d.). 2 pp.* Box No. 3:2, Folder No. 2.

Two pages of illustrations, perhaps by Martie Holmer for The Fifth Discipline Fieldbook.

- [501] *No author [Isaacs, William N.?], "Participants of the Dialogue Project", "The Dialogue Project: Annual Progress Report (Excerpt)" and "Dialogue Project Summary" (Dallas, TE: 1993). 5 pp. Annotated throughout.* Box No. 3:2, Folder No. 2.

Two documents. The first, p. 1, is a list of participants in the "Dialogue Project", headed "Massachusetts Institute of Technology, Organizational Learning Center, Semi-annual Meeting: April 29 & 30, 1993" with the participants including presidents of various companies (e.g. Armco Worldwide Grinding, United Steelworks of America and United South End Settlements", other business executives, and the Director, Associate Director and a Radiologist from "St. Mary's Hospital". The second document, p. 2-5, is an excerpt of the "Annual Progress Report" of "The Dialogue Project", prepared for the above mentioned semi-annual meeting. It begins with some "Key Points About Dialogue" which outline the philosophy behind "Dialogue". The rest of the document consists of the first three pages of the "Project Summary", emphasising the project's transformation and exploring the authors' assertion that "dialogue is emerging as a cornerstone for generative learning in social systems" and "is redefining the requirements for leadership by showing that transforming any system requires the creation of environments in which people can confront and suspend the fragmentation and incoherence of their shared world, and learn to think together".

- [502] *No author, "The Dialogue Project: Annual Progress Report" (W.K. Kellogg Foundation, April, 1992 - March, 1993). 69 pp.* Box No. 3:2, Folder No. 2.

The "Annual Progress Report" of "The Dialogue Project". The first section is the "Project Summary", emphasising the project's transformation and exploring the authors' assertion that "dialogue is emerging as a cornerstone for generative learning in social systems" and "is redefining the requirements for leadership by showing that transforming any system requires the creation of environments in which people can confront and suspend the fragmentation and incoherence of their shared world, and learn to think together." The second section is "Progress Towards Goals", which looks at the "Outcomes", "Implementation" and "Context" of the Dialogue Project, using specific groups which have implemented and engaged in "dialogue" to illustrate this. The third section looks at the future project activities for 1993-1994, including "Public Programs", "Israelis and Palestinians" and "Environmentalists and Economists". The fourth section looks briefly at the "Dissemination" of "the theory development of the project", mainly through publication of The Systems Thinker, a newsletter, and the forthcoming The Fifth Discipline Fieldbook. An appendix includes excerpts of

transcripts from the “Dialogue Research Focus Group”, “Additional Dimensions of the Theory of Dialogue”, a list of “facilitators”, and an article by William “Bill” Isaacs entitled “Dialogue: The Power of Collective Learning” which describes “dialogue” as “a process for transforming the quality of conversation and the thinking that lies beneath it”, relating this to “management effectiveness” and “the creation and management of knowledge, the central source of competitive advantage in the future”.

- [503] *Kleiner, Art, “Team Learning memo” (April 8, 1993). 3 pp. Box No. 3:2, Folder No. 2.*

A memo from Art Kleiner to Bill Isaacs, Peter Senge, Charlotte Roberts, Rick Ross and Bryan Smith “to attempt to achieve a workable design of the Team Learning Section”, following a suggestion from Peter Senge that “Team Learning” should “emphasize Dialogue” and addressing concerns from Bill Isaacs about using Isaacs’ framework in a more prominent way in The Fifth Discipline Fieldbook.

- [504] *Kleiner, Art, “Team Learning memo” and [Kleiner, Art?] “The Fifth Discipline Fieldbook Outline” (April 8, 1993). 5 pp. Box No. 3:2, Folder No. 2.*

A memo from Art Kleiner to Bill Isaacs, Peter Senge, Charlotte Roberts, Rick Ross and Bryan Smith “to attempt to achieve a workable design of the Team Learning Section”, following a suggestion from Peter Senge that “Team Learning” should “emphasize Dialogue” and addressing concerns from Bill Isaacs about using Isaacs’ framework in a more prominent way in The Fifth Discipline Fieldbook. Attached is a proposed outline for The Fifth Discipline Fieldbook, which divides the book into five sections, “Introduction”, “Dialogue”, “Skilful Discussion”, “Improving team practice” and “The challenge of team learning”, each with their own subsections from various authors, including Bill Isaacs, Charlotte Roberts, Bryan Smith and Richard B. Ross.

- [505] *Isaacs, William, “Dialogue: The Power of Collective Thinking”, The Systems Thinker, Vol. 4, No. 3 (April, 1983). 4 pp. Photocopy. Box No. 3:2, Folder No. 2.*

An article from The Systems Thinker by Bill Isaacs about “The Power of Dialogue” and its use as “a cornerstone for organizational learning by providing an environment in which people can reflect together”, exploring what the author calls “The Fragmentation of Thought”, the behaviour of breaking down our experiences “into separate, isolated bits” in relation to “Dialogue”. Includes a chart to show the “Evolution of Dialogue and ”Initial Guidelines for Dialogue”.

- [506] *No author, The Currency, Vol. 2., No. 1 (n.d.). 16 pp. Leaflet. Box No. 3:2, Folder No. 2.*

An issue of The Currency, “The Newsletter for People Who Want to Make a Difference, Not Just a Living”. This issue includes “How Much Money is Enough?”, an extract of “a taped conversation with Jacob Needleman” which explores “how to like money for what money can give - no more and no less”, an article by David Whyte on “Failure in the Workplace”, “Why Bother? (A CEO’s Perspective)” by William O’Brien which looks ahead at the “extraordinary changes” that are and

will take place into the twentieth century, and how to cope with these changes when you can't predict what they will be, ten "Higher Laws of Business", an article on The Great Game of Business by Jack Stack and Bo Burlingham, an extract from Say It and Live It by Patricia Jones and Larry Kahnet which asks the question "What Does Your Company Do?", a series of quotes from different business managers, etc., on "The Economics of Legacy - or What Are You Working For?", a list of "Douglas MacArthur's Principles of Leadership" from The West Point Way of Leadership by Col. Larry R. Donnithorne, and a list of top ten current business bestsellers, including, in the top two spots, The Fifth Discipline Fieldbook by Peter Senge, Art Kleiner, et al., and The Fifth Discipline by Peter Senge, respectively.

- [507] *Brown, Juanita and Bennett, Sherrin, "From Advocacy to Inquiry: Strategic Dialogue for Organizational Learning", New Leader's Press (April 18, 1994). 18 pp. Box No. 3:2, Folder No. 2.*
[A section from a book?] by Juanita Brown and Sherrin Bennett, about "strategic dialogue, a special type of collaborative inquiry which supports the discovery of breakthrough insights that can substantially improve business results", and its use in answering questions such as "What strategic challenges do we face? What dilemmas have we encountered that need to be resolved? How can we as a team improve the way we think about the work we do?" A post it note on the front from Juanita Brown asks Art Kleiner for "feedback and thoughts".
- [508] *No author, "Style Sheet" (January 14, 1994). 5 pp. Box No. 3:2, Folder No. 2.*
An alphabetical list of words and phrases, with a separate section for names, which serves as a guide to how these will be formatted in The Fifth Discipline Fieldbook by Peter Senge, Art Kleiner, et al. The front page asks a question regarding page references in footnotes.
- [509] *Multiple authors, no title (April-June, 1994). 1-3 pp. Annotated throughout. Box No. 3:2, Folder No. 2.*
A number of documents from multiple authors which contain quotations in praise of The Fifth Discipline Fieldbook, with annotations throughout relating to the decision of which quotes to use in publicity material.
- [510] *O'Brien, William J., letter to "Colleague" (May 2, 1994). 2 pp. Box No. 3:2, Folder No. 2.*
A letter from Bill O'Brien, "Retired President" of The Hanover Insurance Company to "Colleague" about the benefits and in praise of The Fifth Discipline and The Fifth Discipline Fieldbook, with a strong recommendation that the reader purchase the book for "your library of essential business books".
- [511] *No author, "The Fifth Discipline Fieldbook" leaflet (n.d.). Trifold leaflet enclosed in envelope. Box No. 3:2, Folder No. 2.*
A publicity leaflet for The Fifth Discipline Fieldbook including "Advance reactions to The Fifth Discipline Fieldbook, names of "organizations cited in The Fieldbook", a promotional blurb for The Fifth Discipline Fieldbook, brief biographies of the authors and brief summaries

of some of the sections from the book. Also included are an order form for the book and an envelope to post the form with.

- [512] *No author, no title (n.d.). 2 pp. Annotated throughout.* Box No. 3:2, Folder No. 2.
Two loose A4 pages of notes. The first page has the titles of three books, The Gnostic Gospels by “Pagels”, The Chalice & The Blade by “Eister” and The Tree of Knowledge by “Maturana & Varela”, with brief notes about each one under the question “Why?”. The second page has notes on Ishmael by Daniel Quinn.
- [513] *Johnson-Lenz, Peter and Johnson-Lenz, Trudy, “Groupware for a Small Planet” in Lloyd, Peter (ed.), Groupware in the 21st Century (Lake Oswego, OR: Awakening Technology, 1993). 15 pp. Photocopy.* Box No. 3:2, Folder No. 2.
A chapter from a forthcoming “book of essays by visionaries from the world of information technology and humanistic studies” about using “Groupware”, defined by the authors as “the enabling technology of the learning organization and the learning society”, “a shared mental model of what the group is doing ... and how it is doing it” and “an electronic embodiment of social organization, partly in the computer and partly in us”, in order to “create a sustainable culture” by “be[ing] shaped to embody the principles of that culture, augment[ing] new and ancient ways of knowing, and facilitate[ing] our learning and collaborating together more effectively than ever before”. Post it note attached to cover page reads: “As promised”.
- [514] *Rheingold, Howard, “Re: Virtual Communities. . .” email to Kleiner, Art (August 8, 1993). 1 pg.* Box No. 3:2, Folder No. 2.
An email from Howard Rheingold to Art Kleiner about page proofs and galleys for a book/book chapter [Virtual Communities? “Groupware for a Small Planet”?].
- [515] *Kleiner, Art, “Consequential Heresies: How “Thinking the Un-thinkable“ Changed Royal Dutch/Shell”, Currency (1989). 23 pp.* Box No. 3:2, Folder No. 2.
An article by Art Kleiner, written “for Doubleday as a prototype for a magazine called Currency” which looks at the actions of Royal Dutch/Shell in their “establishing an ongoing group of heretics”, and the development of scenario planning in Shell’s Group Planning Department by these “heretics”, including testimonies from Pierre Wack, Ted Newland, Napier Collins, Arie de Geus, Kees van der Heijden, and Stewart Brand.
- [516] *No author, “Rules and Tools” in Organizational Learning in Action (Newton, MA: Action Design Associates?), 1993) 16 pp. and [MacArthur, Philip?] “Opening Lines” (Newton, MA: Action Design Associates, 1992). 6 pp. Photocopy. Annotated throughout.* Box No. 3:2, Folder No. 2.
Two documents. The first, “Rules and Tools” consists largely of tables and lists of bullet points relating to Organizational Learning, including “Theories of Action”, good and bad strategies for promoting learning, “Dilemmas of Organizational Learning” and a quick guide to figuring

out “what the problem is ... when someone comes to you for help”. The second document, “Opening Lines” [by Philip MacArthur?] looks at “opening lines” designed to “help your group stay on a productive course” for “moments in groups that people can find particularly difficult to manage”, when “the conversation is unfocused ... [and] tempers are rising.” A third section, “A Strategic Continuum: Maximizing Learning in Work Teams”, looks at strategies to maximise learning in work teams.

- [517] *Leo, V., “Architecture of Engagement For The Learning Organization” (April 26, 1993). 1 pg. Annotated throughout. Box No. 3:2, Folder No. 2.*

A draft of the “Development Phases” in “Architecture of Engagement For The Learning Organization”, broken down into five phases: “Pre-Disposition”, “Personal and Connected Experience”, “Facilitation and Maintenance”, “Practical Testing and Measurement” and “Viability”. Each phase is given a brief description and a guide to how to approach it.

- [518] *[Clanon?], Jeff, “Thoughts on our Paper on the OLC”, memo (December 2, 1993). 3 pp. Box No. 3:2, Folder No. 2.*

A memo from Jeffery Clanon to Peter Senge and Edgar Schein about the Organizational Learning Center, with a “list of the factors, events [and] developments that seems to [the author] particularly significant and related to the success of the Center to date”.

- [519] *No author [Senge, Peter?], “The MIT Center for Organizational Learning: Transforming Management Practice” (February, 1994).. 9 pp. Box No. 3:2, Folder No. 2.*

A “first cut”, from an unknown author, “at tracing the historical developments underlying the [Center for Organizational Learning’s] work” and “a first-cut outline for how [the author sees] the rest of the paper shaping up”.

- [520] *Kofman, Fred, to “Participants of the OLC semi-annual conference, OLC distribution” (May 11, 1994). 3 pp. Box No. 3:2, Folder No. 2.*

A memo from Fred Kofman to “participants of the OLC [Organizational Learning Center] semi-annual conference” which aims to continue “a dialogue on the role of personal transformation in creating learning organizations”, exploring “how transformational learning can foster dignified relationships, open communication and business effectiveness”.

- [521] *O’Brien, William J., letter to Kleiner, Art and O’Brien, William J., “The Art Kleiner [sp] Writing Workshop” (February 27, 1994). 2 pp. Box No. 3:3, Folder No. 1.*

A letter from Bill O’Brien informing Art Kleiner that he is unable to attend Kleiner’s “workshop” but offering an enclosed “homework assignment” issued by Kleiner, attached to the letter by paper clip. The assignment appears to be to outline the purpose, theme and intended audience for Kleiner’s “Writing Workshop” and to cite “An Admired Piece of Writing”, in this instance from p. 254 of “Scott Peck’s A World Waiting to Be Born”.

- [522] *O'Brien, William J., "The Soul of Governance: Moral Principles in Pursuit of Excellence" in Character and the Corporation (December 30, [1994?]). 39 pp. Box No. 3:3, Folder No. 1.*
A draft of a chapter from Bill O'Brien's unpublished manuscript, Character and the Corporation. This chapter "describe[s] a philosophy and set of principles for tending to" "the fundamental interrelationship of humans and their environment", which should enable "people, organizational goals, and espoused values [to be] aligned" and allow "the emotional and psychological ecology of the institution [to be] congruent with the basic, deeper and higher attributes of human nature". "
- [523] *Kofman, Fred, "Revealing the Heart of the Learning Organization: Fred Kofman, T9402 Straight Time" (n.d.). 8 pp. Annotated throughout. Box No. 3:3, Folder No. 1.*
A transcript of a talk by Fred Kofman about the difficulties of "revealing the heart of the learning organization", using a fable about King Arthur and the Black Knight to illustrate the issue. Attached to the verso of pg. 8 is a post it note from "Colleen" to Art Kleiner, offering this and the following item to Art Kleiner to use in an article on the Organizational Learning Centre.
- [524] *Senge, Peter, "Straight Time T-9404 Tape A" (n.d.). 12 pp. Annotated throughout. Box No. 3:3, Folder No. 1.*
A transcript of a talk by Peter Senge about learning organizations, arguing that "the core dilemma of leadership . . . is how we create concerted coordinated effort around those systemic issues where mandated solutions from the top can never be implemented", with reference to Shell and South Africa.
- [525] *Putnam, Robert W., "Recipes and Reflective Learning: "What Would Prevent You From Saying It That Way?" in Schön, Donald A. (ed.), The Reflective Turn: Case Studies in and on Educational Practice (Cambridge, MA: December, 1989). 22 pp. Annotated throughout. Box No. 3:3, Folder No. 1.*
A chapter "to be included in Donald A. Schön (ed.), The Reflective Turn: Case Studies in and on Educational Practice, which "considers the role of recipes [clear instructions] in learning a theory of practice for engaging members of social systems in reflective learning".
- [526] *Putnam, Robert W., letter to Kleiner, Art (June 30, 1993). 2 pp. Box No. 3:3, Folder No. 1.*
A letter from Bob Putnam to Art Kleiner thanking him for ghost-writing "the recipes piece" [either previous or following item?] and giving suggestions for revisions to the text.
- [527] *Putnam, Robert W., "Draft 2: Recipes as a necessary part of learning" (June 21, 1993). 3 pp. Annotated throughout. Box No. 3:3, Folder No. 1.*
A draft [of an article?] by Bob Putnam on using recipes, "a set of instructions for designing action" in their "vital role in learning to act consistently with new values" but "only when we deliberately use recipes to go beyond recipe-based behavior." Handwritten annotations throughout suggest things to consider for a future draft.

- [528] *Putnam, Robert W., "Draft 2: Recipes as a necessary part of learning" (June 21, 1993). 3 pp. Box No. 3:3, Folder No. 1.*
A draft [of an article?] by Bob Putnam on using recipes, "a set of instructions for designing action" in their "vital role in learning to act consistently with new values" but "only when we deliberately use recipes to go beyond recipe-based behavior."
- [529] *Kahane, Adam, letter to Smith, Bryan (February 18, 1993), Kahane, Adam, "Biography" (n.d.), No author, "Generic Strategy Discussion" (n.d.), Kahane, Adam, "1: Introduction", "2: Metaphors for Understanding Companies", "3: The Appropriateness of Different Models", "4: Pressures Towards Organism" and "5: Management Dilemmas" in How Companies Work (n.d.). 15 pp. Box No. 3:3, Folder No. 1.*
Several related documents. The first is a letter from Adam Kahane to Dr. Bryan Smith, President of Innovation Associates of Canada "expressing Kahane's hope that he might "find a way to work with [Smith] in Canada", and offering a summary of his main actions. The second document is a brief biography of Adam Kahane with reference to his education, his current position as "Director of the Programme in Participative Strategic Planning at the University of the Western Cape, South Africa" and his time both before and after he worked at Shell. The third document is a series of bullet points under various headings relating to the purpose of scenarios. The fourth document is part of a paper, "How Companies Work" which summarises the results of a "background stud[y] for the [Shell] Group's new global scenarios [which] dealt with how companies work ... and considered how two archetypes - machine companies and organism companies - might fare in the business environment of the future."
- [530] *Tribus, Myron, letter to Senge, Peter (Fremont, CA: August 9, 1992) and Senge, Peter, letter to Tribus, Myron (Cambridge, MA, September 2, 1992). 4 pp. Box No. 3:3, Folder No. 1.*
Two letters. The first, from Myron Tribus to Peter Senge, asks Senge why he chose the title The Fifth Discipline for his book, and suggesting that Senge write another book about "systems thinking" as he feels that this is too much overshadowed by organizational learning in The Fifth Discipline. The second letter, a reply from Senge, explains his reasoning for naming his book The Fifth Discipline and outlines his belief "that we may be at the cusp of a profound evolutionary change" and that "the systems perspective as a sensibility is essential to [this] "shift of the mind". Also discussed is Senge's work with the Center for Organizational Learning and the work going into The Fifth Discipline Fieldbook, referred to here as a "Fifth Discipline Workbook".
- [531] *Oancia, David, "The World: There is hope, if... ", The Montreal Star (Montreal, Canada, January 29, 1972). 2 pp. Photocopy. Box No. 3:3, Folder No. 1.*
An article in The Montreal Star which profiles Dennis and Dana Meadows and their work on global growth, which repeats the authors' arguments that "An apocalyptic calamity for mankind is inevitable ... unless the nations of this planet spurn the god of growth and begin

almost immediately to halt the population explosion, reduce pollution and stop devouring irreplaceable natural resources without concern for the future”.

- [532] *No author, “Limits to misconception”, The Economist (London, UK, March 11, 1972) pp. 20 + 22. Photocopy. Box No. 3:3, Folder No. 1.*

An article in The Economist criticising the work of the Club of Rome and The Limits to Growth, arguing that the report [i.e. Limits] which “advocates that mankind should stop the growth of capital investment as well as population growth” , “represents the high water mark of an old-fashioned nonsense, because the MIT team has pumped into its computer [which created the model the report is based on] so many dear, dead assumptions”.

- [533] *No author, “The MIT report: Is doomsday really that close?” (Business Week, March 11, 1972). 1 pg.. pp. 97[-98?]. Photocopy, two pages to a sheet. Box No. 3:3, Folder No. 1.*

An article in Business Week which looks at the debate surrounding The Limits to Growth, an MIT report sponsored by the Club of Rome arguing “that population and industry cannot continue to grow at snowballing rates without catastrophe”, in particular focusing on “the validity of the MIT findings”, asking “Did the MIT team, headed by ... Dennis L. Meadows, give enough weight to mankind’s ability to solve the environmental and resource problems associated with economic growth?”.

- [534] *Gwynne, Peter, “The Limits of Growth”, New Scientist (March [16?], 1972). 1 pg. Photocopy. Box No. 3:3, Folder No. 1.*

A short article in New Scientist about the controversy and impact of The Limits to Growth, a report sponsored by the Club of Rome predicting social and economic catastrophe without the immediate curbing of population and industrial growth.

- [535] *Anderson, David C., “A Careful Look at Growth as Suicide”, The Wall Street Journal (New York, NY, March 17, 1972). 2 pp. Photocopy. Box No. 3:3, Folder No. 1.*

An article in The Wall Street Journal about the controversy surrounding The Limits to Growth, a report sponsored by the Club of Rome predicting social and economic catastrophe without the immediate curbing of population and industrial growth, arguing that “The weight of its implication . . . requires that it be appraised in a more cautious light than many now seem prepared to give it”.

- [536] *Gaines, Tilford, “Economic Report: The Doomsday Debate” (New York, NY: Manufacturers Hanover Trust Company, March, 1972). 2 pp. Photocopy. Box No. 3:3, Folder No. 1.*

An economic report by Manufactures Hanover Trust which aims to “offer suggestions for clarifying what the debate [over whether continued global economic and population growth will lead to catastrophe, as argued by the authors of The Limits to Growth] is all about, in response to the author’s belief that ”What has characterized both sides in the

debate has been a penchant for arguing against positions that the other side hasn't taken.””.

- [537] *Carper, Elsie, “Carnegie President Challenges End-of-World Computer Model”, The Washington Post (Washington, DC, March, 1972). 1 pg. Photocopy. Box No. 3:3, Folder No. 1.*
 A short article in The Washington Post about Phillip G. Abelson, president of the Carnegie Institution, challenging the conclusions of The Limits to Growth, which predicts social and economic catastrophe without the immediate curbing of population and industrial growth.
- [538] *Gilluly, Richard H., “Limits to Growth: Debating the Future”, Science News, Vol. 101, No. 3 (March 25, 1972). pp. 202-203. Photocopy. Box No. 3:3, Folder No. 1.*
 Part of an article in science news by Richard H. Gilluly which looks at The Limits to Growth, a report which predicts social and economic catastrophe without the immediate curbing of population and industrial growth, and argues that the “MIT group’s projections of a disastrous future are vulnerable to criticism but do provide a first attempt to assess consequences of present trends”.
- [539] *Wilson, Carroll L., two letters to Abelson, Philip H. (March 16, 1972). 2 pp. Photocopy. Box No. 3:3, Folder No. 1.*
 Two letters from Carroll L. Wilson to Dr. Phillip H. Abelson, editor of Science magazine, both dated March 16, 1972. The first requests Abelson to publish the second letter in Science. The second letter is a rebuttal to criticism of The Limits to Growth which argues that the author of the criticism had not read either The Limits to Growth, a report which predicts social and economic catastrophe without the immediate curbing of population growth, or World Dynamics, and goes on to respond to each criticism in turn. ”.
- [540] *Wiley, Morris, “Man Must Adapt to Those Resources Which Cannot Be Restored Again”, The Evening News, (March 18, 1972) and Abelson, Philip H., “Limits to Growth”, Science, Vol. 175, No. 4027, (March 17, 1972) 2 pp. Photocopy. Box No. 3:3, Folder No. 1.*
 Two items. The first, a letter to the editor appearing in The Evening News, outlines several steps that the author believes must be taken to avoid the conclusions laid out by The Limits to Growth, which predicts social and economic catastrophe without the immediate curbing of population growth. The second item is an editorial in Science which responds to The Limits to Growth, outlining a number of what the author feels to be its defects.
- [541] *No author, “Produce and Perish?”, Time, Vol. 99, No. 15, (New York, NY, April 10, 1972). 1 pg. Photocopy. Box No. 3:3, Folder No. 1.*
 A brief column in Time under the rubric “American Notes”, about Russell E. Train, “chairman of President Nixon’s Council on Environmental Quality”, issuing a statement and a call for debate in an address to the Los Angeles World Affairs Council, over his doubts about the American culture of continual production, partly as a response to the Club of

Rome sponsored report, *The Limits to Growth*, which predicts social and economic catastrophe without the immediate curbing of population and industrial growth.

- [542] *Hill, Gladwin, "Nixon Aide Urges Debate on U.S. Growth", The New York Times (New York, NY, March 30, [1972]). 1 pg. Photocopy.* Box No. 3:3, Folder No. 1.

A brief article in *The New York Times* about Russell E. Train, "chairman of President Nixon's Council on Environmental Quality", issuing a statement and a call for debate in an address to the Los Angeles World Affairs Council, over his doubts about the American culture of continual production, partly as a response to the Club of Rome sponsored report, *The Limits to Growth*, which predicts social and economic catastrophe without the immediate curbing of population and industrial growth.

- [543] *No author, "Remarks by the Honorable Russell E. Train, Chairman, Council on Environmental Quality, Before the Los Angeles World Affairs Council, Los Angeles, California – March 29, 1972 : Needed: A Debate on National Growth" (1972). 16 pp. Photocopy.* Box No. 3:3, Folder No. 1.

The transcript of an address by Russell E. Train, chairman of President Nixon's Council on Environmental Quality, delivered to the Los Angeles World Affairs Council, expressing the speaker's doubts about the American culture of continual production, and calling for a debate on this matter, partly as a response to the Club of Rome sponsored report, *The Limits to Growth*, which predicts social and economic catastrophe without the immediate curbing of population and industrial growth.

- [544] *No author, "'Something To Say' Production no: 75518 : Tx: 6 June 1972 : 'Pollution'" (June, 1972). 34 pp. Photocopy.* Box No. 3:3, Folder No. 1.

The transcript of an episode of "Something To Say" which looks at the issues raised in *The Limits to Growth*, a report which predicts social and economic catastrophe without the immediate curbing of population and industrial growth, with several guest speakers expressing a range of perspectives, both critical and non-critical. "

- [545] *Toynbee, Arnold, letter to Peccei, Aurelio (June 8, 1972). 2 pp. Photocopy.* Box No. 3:3, Folder No. 1.

A letter from Arnold Toynbee of The Royal Institute of International Affairs, Chatham House, to Aurelio Peccei, the founder of the Club of Rome, praising *The Limits to Growth* and expressing the hope that it will be widely read.

- [546] *Bray, Jeremy, "Growing Strong", Environment, Vol. 14, No. 4, (May, 1972). pp. 43-45. Photocopy.* Box No. 3:3, Folder No. 1.

A review, in the form of "excerpts from an address by Jeremy Bray, the English mathematician, economic modeller, and former labour minister, before an international conference entitled "Technology on Trial?", of *The Limits to Growth*, a report which predicts social and economic catastrophe without the immediate curbing of population and industrial growth. The author looks at the evidence presented by *The Limits to*

Growth and contrasts the conclusions of Dennis Meadows, an author of *The Limits to Growth*, with his own.

- [547] *Beckerman, Wilfred, "Economists, Scientists, and Environmental Catastrophe" ([May 1972]). 26 pp. Photocopy. Annotated throughout. Box No. 3:3, Folder No. 1.*

The script of "An inaugural lecture delivered at University College London, May 24, 1972" by Wilfred Beckerman attacking *The Limits to Growth*, a report which predicts social and economic catastrophe without the immediate curbing of population and industrial growth, and its conclusions.

- [548] *Bray, Jeremy, letter to Dennis Meadows (February 17, 1972) and Bray, Jeremy, "Economic Strategy for the Quality of Life" (n.d. [1972?]). Corner stapled. 29 pp. Photocopy, two pages to a sheet. Handwritten annotations throughout. Box No. 3:3, Folder No. 1.*

The script of an address by Jeremy Bray, the English mathematician, economic modeller, and former labour minister, before an international conference entitled "Technology on Trial?", about the conclusions of *The Limits to Growth*, a report which predicts social and economic catastrophe without the immediate curbing of population and industrial growth. "

- [549] *Meadows, Dennis, "World sickness, or ecologists' neurosis?" (June 1, 1972). 2 pp. Photocopy. Box No. 3:3, Folder No. 1.*

An article by Dennis Meadows, author of *The Limits to Growth*, a report which predicts social and economic catastrophe without the immediate curbing of population and industrial growth, attacking John Maddox, author of *The Doomsday Syndrome : An Assault on Pessimism*, which in turn disparages the ideas supported by *The Limits to Growth*.

- [550] *Ross, Richard B., "The Five Why's" from "About this Book" in Unknown Publication (n.d.). 1 pg. Photocopy. Annotated throughout. Box No. 3:3, Folder No. 1.*

A page from an unknown publication outlining the "Purpose", "Overview", "Participants", "Time", "Supplies" and "Environment" of an exercise known as "The Five Why's", described as "the quickest, dirtiest way ... to articulate a systems story".

- [551] *Tritman, Steve, "Memo" (April 12, 1993) 1 p.g. and Tritman, Steve, "Organizations that Work for Everyone - A Manager's Perspective" ([c. 1981]). 19 pp. Photocopy. Box No. 3:3, Folder No. 1.*

A memo from Steve [Tritman] to Bryan [Smith, co-author of *The Fifth Discipline Fieldbook?*] offering the enclosed "stories where elements of the learning organization have been put into play" and an enclosed article which Tritman "wrote some 12 years ago" which outlines Tritman's "management philosophy" and describes experiences in which organizational learning has been used in practice.

- [552] *Lannon-Kim, Colleen, letter to Art Kleiner (Cambridge, MA: March 30, 1994). 1 pg. Box No. 3:3, Folder No. 1.*

A letter on Pegasus Communications Inc. headed paper from Colleen Lannon-Kim, Managing Editor of Pegasus Communications Inc., to Art Kleiner thanking Kleiner for a “video exercise based on the St. Lawrence Seaway” which Kleiner had sent, and asking permission to pass it on to Jim Hines and Mike Radzicki, “who are both teaching courses in system dynamics”. Handwritten note in top left of page reads “- Charlotte + Jim”.

- [553] *Bohl, Don L., letter to Senge, Peter (March 3, 1993). 1 pg. Photocopy. Annotated throughout. Box No. 3:3, Folder No. 1.*

A letter from Don L. Bohl to Peter Senge inviting Senge to contribute an article to a forthcoming “special issue” of *Organizational Dynamics* ... on the theme of the “learning organization.””.

- [554] *Kofman, Fred, Senge, Peter M. [and Isaacs, William?], “Building Learning Organizations: Developing Communities of Commitment” (May 29, 1993). 34 pp. Box No. 3:3, Folder No. 1.*

Draft of a paper co-written by Fred Kofman and Peter Senge, and possibly William Isaacs, for a “special issue of *Organizational Dynamics* on “Organizational learning”, with a “Foreword” by Peter Senge which looks briefly at the origins of organizational learning, including the writing of Senge’s book, *The Fifth Discipline*, and the development of the Center for Organizational Learning. The Introduction looks at “Underlying Areas of Cultural Dysfunction” which fuelled the need for the development of learning organisations as “an act of cultural change”. Other issues examined include the “Roots of Our Cultural Crisis”, the notion of “The Primacy of the Whole” (breaking complex issues into parts, studying those parts in isolation, and gaining “an understanding of the whole” in this way), a look at “Four Fundamental Theses” which “can revolutionize our understanding of ourselves and the world in which we live” and the process of “Building Commitment within a Research Consortium on Learning Organizations”. pp. 28-34 includes ideas for extra material for consideration.

- [555] *No author, “Interview : Peter Senge : Making better organizations, making a better world”, Business Ethics (Minneapolis, MN, March/April, 1993). pp. 17-20 + 2 pp. order form. Photocopy. Box No. 3:3, Folder No. 1.*

An interview with Peter Senge, in which Senge discusses the term “learning organizations”, the “fundamental purpose of a corporation”, the example of Royal Dutch Shell, “the first company in the West to work with mental models”, “the role of a leader in a learning organization”, and, briefly, the Center for Organizational Learning. p. 20 also includes “A Peter Senge Sampler”, some quick definitions of terms and ideas related to Senge, such as “Systems Thinking” and “The Five Disciplines of the Learning Organization”. The final two pages consist of the “Business Ethics Network Catalogue : A Toolbox for Socially Responsible Business” which lists various books for sale, including *The Fifth Discipline*, and an order form to purchase this literature, as well as a subscription to *Business Ethics*.

- [556] *No author, illustrations and annotations (May 5, 1993 (p.1) and May 31, 1993). 3 pp. Photocopy. Box No. 3:3, Folder No. 1.*

Three pages of annotations and diagrams [relating to organizational learning?].

- [557] *No author, "1992 ASTD General Session : Peter Senge" (Minneapolis, MN: Documint, Inc., 1992). 33 pp. Photocopy. Box No. 3:3, Folder No. 2.*

The transcript of a talk given by Peter Senge at "The 1992 ASTD [American Society for Training & Development] National Conference and Exposition", in which Senge discusses "the training profession, and more broadly, the role of human resources, in the type of evolution occurring in business", with reference to Peter Drucker, W. Edwards Deming, Theory X and Theory Y, Shell's use of organizational learning and scenarios planning, and Ford.

- [558] *Mirvis, Phil, "The Learning Organization Fieldbook : Comments on Draft" (n.d.). 25 pp. Box No. 3:3, Folder No. 2.*

Notes from Phil Mirvis on a draft [of The Fifth Discipline Notebook] in which Mirvis goes through each section of the book point by point with suggestions for improvement, with references to Don Michael, Hazel Henderson, Peter Senge, Willis Harman, Alfred Marrow, Kurt Lewin, W. Edwards Deming, Organizational learning and The Fifth Discipline, and brief references to Ford Motor Company and Shell.

- [559] *Evers, Jim, letter to "Kleiner, Art et. al." (n.d.). 3 pp. Box No. 3:3, Folder No. 2.*

A letter from Jim Evers to Art Kleiner [and the other authors of The Fifth Discipline Fieldbook] offering notes on a draft of the "first installment" [of The Fifth Discipline Fieldbook].

- [560] *No author [Evers, Jim?], letter to Dutton, Janis (August 24, 1993). 2 pp. Box No. 3:3, Folder No. 2.*

A letter from an unknown author [Jim Evers?] of James L. Evers Associates, to Janis Dutton, offering their views on three chapters of The Fifth Discipline Fieldbook.

- [561] *No author, "The History of Crisis Management" (n.d.), Boswell, J. M., letter to Kleiner, Art (August 26, 1993) and Boswell, J. M., letter to "Contributor" (n.d.). 5 pp. Box No. 3:3, Folder No. 2.*

Three documents. "The History of Crisis Management" is a brief page on the authors' "mission ... to analyze the situation through foresight and advanced planning, [and] avoid or circumvent problems before they arise", with a plan for unforeseen difficulties, and an explanation of the difficulties this entails. The letter from J. M. Boswell to Art Kleiner advises Kleiner that he will "be getting the Systems Thinking section [of The Fifth Discipline Fieldbook?]" soon and offers Boswell's initial opinion of the book, before discussing Boswell's own writing. The letter from J. M. Boswell to the "Contributor" about Boswell's planned book, Love ya, Mom, Love ya, Dad: The Undiscussable Burden of the Baby Boomer Generation, "designed to highlight the aging parent-adult child relationship and the often undiscussed responsibilities", asked the "Contributor" to "participate by doing a cameo section ... to identify for

- the aging parent-adult child why your speciality is required to properly maintain the aging parent.””.
- [562] *Hanley, Peggy, letter to Kleiner, Art (August 20, 1993). 1 pg.* Box No. 3:3, Folder No. 2.
A letter from Peggy Hanley, Vice President of Quality Resources, from the Department of Quality Resources, Sharp Healthcare, in which Hanley apologises for her delay in reviewing [a draft of The Fifth Discipline Fieldbook] and makes brief comment on the book.
- [563] *Simpson, Daniel G., letter to Dutton, Janis (August 11, 1993). 2 pp.* Box No. 3:3, Folder No. 2.
A letter from Daniel G. Simpson, Director of Corporate Planning at The Clorox Company, to Janis Dutton and Art Kleiner, offering his views on a draft of the first few chapters of The Fifth Discipline Fieldbook, with several suggestions for improvements and a promise to “read 20-50 pages a night and send regular instalments every 3-4 days over the next week or two.”
- [564] *Ross, Joyce, letter to Kleiner, Art (September 21, 1993). 2 pp.* Box No. 3:3, Folder No. 2.
A letter from Joyce Ross, of Ross Partners, to Art Kleiner, offering her views on a draft of The Fifth Discipline Fieldbook.
- [565] *Myers, Emily, letter to Dutton, Janis, Kleiner, Art and Roberts, Charlotte (July 25, [1993?]). 2 pp. Two copies.* Box No. 3:3, Folder No. 2.
Two copies of a letter from Emily Myers to Janis Dutton, Art Kleiner and Charlotte Roberts, offering initial “structural suggestions” in response to a draft of The Fifth Discipline Fieldbook.
- [566] *Myers, Emily, letter to Dutton, Janis (August 5, 1993). 2 pp. Annotated throughout. Two copies.* Box No. 3:3, Folder No. 2.
Two copies of a letter from Emily Myers to Janis Dutton offering her views on a draft of The Fifth Discipline Fieldbook. The second copy has handwritten notes on the verso of each page.
- [567] *Rubin, Harriet, letter to Kleiner, Art (July 6, 1993). 1 pg. Annotated throughout.* Box No. 3:3, Folder No. 2.
A letter from Harriet Rubin, Vice President and Executive Editor at Doubleday, offering an initial response to a look at an early draft of The Fifth Discipline Fieldbook.
- [568] *Freeman, R. Edward, “Preface”, “Contents”, and “Two: The Stakeholder Concept and Strategic Management” in Strategic Management : A Stakeholder Approach (Marshfield, MA: Pitman Publishing Inc., 1984). Cover x3, iv-ix and 31-51 pp. Photocopy.* Box No. 3:3, Folder No. 2.
Sections from Strategic Management : A Stakeholder Approach by R. Edward Freeman, including three copies of the cover, a “Preface” which explains that the book “is about a concept which begins to turn managerial energies in the right direction: the concept of “stakeholders“ ... any group or individual who can affect, or is affected by, the achievement of a corporation’s purpose [including] employees, customers, suppliers, stockholders, banks, environmentalists, government and other groups

who can help or hurt the corporation” part of the “Contents” and “Two: The Stakeholder Concept and Strategic Management”, which “set[s] out a brief history of the concept of the stakeholder ... cover[ing] a number of uses of the concept in the academic and non-academic literature, as well as relate[ing] the development of the concept to the strategic planning and strategic management literature.””.

- [569] *Harman, Willis, “Educational Policy Research Center : Progress Report: December 1, 1972 - March 1, 1953: Contract OEC-0-72-5016” (Menlo Park, California: Stanford Research Institute, March 1, 1973). 11 pp. Photocopy. Box No. 3:3, Folder No. 2.*

A progress report by the Educational Policy Research Center, Stanford Research Institute, directed by Willis Harman, which looks at “four basic task areas ... A. Trend and event analysis relating to educational policy”, “B. Continued analysis relating to education of the disadvantaged”, “C. Analysis of issues relating to educational technology” and “D. Short term and special analysis”, as well as a brief description of “Other Activities Relating to EPRC Work” and “Communication and Dissemination Activities”, and a “Staff Summary”, which effectively is a list of staff presumably involved with the report, including Duane Elgin and Oliver “Mark” Markley.

- [570] *Shulgin, A. T. & Shulgin, A., “review of Thanatos to Eros”, and Cheney, Walter J., “letter to Maps” Maps, Vol. 5, No. 3 (Winter, 1995). pp. 41-43. Photocopy. Box No. 3:3, Folder No. 2.*

A review of *Thanatos to Eros*, an autobiography by Myron Stolaroff described as “a tale of psychological and spiritual evolution”, including a look at Stolaroff’s use of LSD as a formative tool across many aspects of his life, and a letter from Walter J. Cheney in the “Forum” section of *Maps*, describing Cheney’s own experience with LSD and other psychedelic drugs in “problem solving session[s]” at the Foundation founded by Myron Stolaroff, and Cheney’s belief that “under specific circumstances, set and setting, ... MDMA is one of the few materials that allows an individual to focus on a particular ”request.“””.

- [571] *Stolaroff, Myron J., “Personal History” (n.d.). 2 pp. Box No. 3:3, Folder No. 2.*

A CV of Myron Stolaroff, divided into the following sections: “Education”, “Professional Experience” and “Other Publications”.

- [572] *Hofmann, Albert, letter to Stolaroff, Myron (February 11, 1995). 1 pg. Box No. 3:3, Folder No. 2.*

A letter from Albert Hofmann to Myron Stolaroff, expressing his praise for *Thanatos to Eros*, a book about proactive use of psychedelic drugs based on Stolaroff’s own experience, and asking “if [Hofmann’s] article ”The Message of the Mysteries of Eleusis for Today’s World“ has gone into print.””.

- [573] *No author, “information page and order form for Stolaroff, Myron J., Thanatos to Eros: 35 Years of Psychedelic Exploration” (n.d.). 2 pp. Box No. 3:3, Folder No. 2.*

- A sheet of quotes about Thanatos to Eros: 35 Years of Psychedelic Exploration by Myron J. Stolaroff, information "About the Author", and an order form for the book.
- [574] *Weston, Diane McGinty, "Publications List" (n.d.). 2 pp. Box No. 3:3, Folder No. 2.*
A list of publications by Diane McGinty Weston, divided into the following sections: "SRI International, Business Intelligence Program Management Reports", "Other publications" and "Other research and writing projects".
- [575] *Royce, Bill, "A History of Strategic Management and Planning at SRI : LRPRS. LRPS. TAPP. CSP. B-I-P. DA. SMP. Etc." (March 31, 1985). 39 pp. Photocopy. Annotated throughout. Box No. 3:3, Folder No. 2.*
A paper by Bill Royce describing the history of strategic management and planning at Stanford Research Institute, with reference to many people who worked on various SRI projects and reports, including Arnold Mitchell and Peter Drucker. Also included is "SRI Reports on Planning and Management" a list of titled which "show the range of SRI research and publications on planning and management topics".
- [576] *Kahn, Herman and Leveson, Irving, "How Not to Index the Economy", Fortune (November 17, 1980). pp. 60-61 + [63?]. Photocopy. Box No. 3:3, Folder No. 2.*
An article by Herman Kahn and Irving Leveson looking at the pros and cons of increased indexing mechanisms to enable "people to adjust rapidly to changing prices", arguing that the best solution is "to index the principal, not the interest."
- [577] *No author, two notepads (n.d.). 9 pp. Box No. 3:3, Folder No. 2.*
Two notepads with handwritten notes, including notes on the population capacity of the US and the consequences of oil prices increasing. Also several hand drawn illustrations.
- [578] *Riggan, Byron, "Where They Think About the Unthinkable", Horizon, Vol. VIII (Summer, 1966). pp. 40-44 + 46-[28?]. Photocopy. Box No. 3:3, Folder No. 2.*
An article in Horizon about the relatively newly formed Hudson Institute, a "group that is occupied almost exclusively with high-level policy studies", recommending policy to the US government, and analysing "unthinkable" things, such as what to do if "Russia attacks Germany, Cuba or Indonesia gets the Bomb, ethnic minorities in North America attack the Anglo-Saxon Establishment, or a nuclear salvo destroys half of the American population", with frequent reference to Herman Kahn, founder of the Hudson Institute. The final page provides an example of "An Escalation Ladder", a step by step look at how an "Ostensible Crisis" could escalate into all out, potentially nuclear, war.
- [579] *Buchan, Alistair, "Onward and Upward with Herman Kahn", New Republic (June 5, 1965). pp. 19-21. Photocopy. Box No. 3:3, Folder No. 2.*

An article in New Republic under the rubric “Books and the Arts” looking at Herman Kahn’s book *On Escalation: Metaphors and Scenarios*, which uses the metaphor of rungs on a ladder to describe scenarios in which various situations (such as a potential crisis) can escalate into all out, potentially nuclear, war.

- [580] *No author, “Herman’s Ladder”, Nation (April 19, 1965). 1 pg. Photocopy. Box No. 3:3, Folder No. 2.*

An editorial in *Nation* criticising “‘Escalation’ as a strategy”, a recent article in *Fortune* by Herman Kahn, in which Kahn argued that “in a situation of insipient conflict a nuclear nation must get on the escalation ladder and climb”.

- [581] *No author, “On Herman Kahn”, Newsweek (June 7, 1965). pp. 54-55. Photocopy. Box No. 3:3, Folder No. 2.*

An article in *Newsweek* under the rubric “Science and Space” which looks at Herman Kahn and the Hudson Institute, with particular reference to the views expressed in Kahn’s book, *On Escalation: Metaphors and Scenarios*, which uses the metaphor of rungs on a ladder to describe scenarios in which various situations (such as a potential crisis) can escalate into all out, potentially nuclear, war. A separate part of the article, “Vietnam Scenarios”, looks at “three typical scenarios” imagined by Kahn regarding the future of the Vietnam War: “I. More of the Same”, “II. A Mutual Disaster” and “III. U. S.-Soviet Confrontation”.

- [582] *No author, “Bigger Wars Ahead? Interview With Expert on Strategic Planning”, U. S. News & World Report (United States, June 7, 1965). pp. 42-49. Photocopy. Box No. 3:3, Folder No. 2.*

An interview with Herman Kahn in *U. S. News & World Report* about “how he [Kahn] thinks nuclear war can be avoided—even though little wars [“of natural liberation”] may spread”, with a particular emphasis on the Soviet and Chinese response to the Vietnam War, and the potential for escalation, and a discussion on “Russia and Cuba”.

- [583] *Cockburn, Alexander & Ridgeway, James, “Pitchman for the Apocalypse: The Horrible Legacy of Herman Kahn”, The Village Voice, Vol. XXVIII, No. 29 (New York, NY, July 19, 1983). pp. 1 + 14-15. Photocopy. Box No. 3:3, Folder No. 2.*

An article in *The Village Voice* which serves as an “anti-obituary” for Herman Kahn, arguing that Kahn was a “Panglossian positivist by intellectual inclination” and that he held a “depraved role as conceptualizer of mass murder”, being the creator of “an intellectual venture ... to domesticate nuclear war, to invent a vocabulary for discussing it, to persuade many ... that nuclear war need not be viewed as Apocalypse but could be a controlled continuance of foreign policy by other means.”

- [584] *Fleck, James C., “Dr. Jekyll and Mr. Kahn” and various authors, “Vietnam, China” from “Letters to the Editor”, The Christian Century (May 25, 1966). pp. 680-683. Photocopy. Box No. 3:3, Folder No. 2.*

An article in *The Christian Century* about Herman Kahn, arguing that “Objections to his [Kahn’s] view of national survival notwithstanding, it must be admitted that he has undoubtedly lessened the dangers of total

- war", which uses Kahn's views and work to examine "Moral Values and the Use of Force", "The Reasoned Use of Force", and "The Morality of Controlled Deterrence". Also included are several "Letters to the Editor" regarding China and Vietnam.
- [585] *Various authors, "Fr. Fleck and Dr. Kahn" from "Letters to the Editor", The Christian Century (July 27, 1966). pp. 935. Photocopy. Box No. 3:3, Folder No. 2.*
Two "Letters to the Editor" regarding the article "Dr. Jekyll and Mr. Kahn" by Fr. James C. Fleck on "Herman Kahn's work as a nuclear war analyst", one from Fleck himself.
- [586] *Paradise, Scott, "A Visit with the Great Kahn", The Christian Century (December 6, 1967). pp. 1556-1558. Photocopy. Box No. 3:3, Folder No. 2.*
An article in The Christian Century about the author's visit to the Hudson Institute "to attend a seminar of "National Security Policies in the Decade Ahead,"" and his reflections on Herman Kahn and his views.
- [587] *Kostelanetz, Richard, "One-Man Think Tank", The New York Times Magazine, (New York, NY, December 1, 1968). pp. 58-59, 82, 86, 88, 92, 94, 96, 105-106, 112, 114, 122 + 124. Photocopy. Box No. 3:3, Folder No. 2.*
An profile of Herman Kahn in The New York Times Magazine, focussing on Kahn's character, influence, publications and views.
- [588] *Forrester, Jay W., "The Next Frontier: Understanding Social Systems : Address at the Commencement for Graduate Students : State University of New York at Albany : May 15, 1988" (1988). 8 pp. Box No. 3:3, Folder No. 2.*
An address by Jay W. Forrester at the Commencement for Graduate Students at the State University of New York at Albany in which he discusses "Social Systems", "System Dynamics" and "The New Frontier", "represented by unknowns within our social institution".
- [589] *Forrester, Jay W., "The Economy: Where is it Headed?", Los Angeles Daily News (Los Angeles, CA, October 25, 1987). 6 pp. Box No. 3:4, Folder No. 1.*
The script of an article by Jay W. Forrester which was written for the Los Angeles Daily News about the future of the economy, looking at "The System Dynamics National Model", the "Long Wave", and the trade deficit in the United States.
- [590] *Marchese, John, "Green is Also the Color of Money", Unknown Magazine, (September, 1991). pp. 77-80. Box No. 3:4, Folder No. 1.*
An article in an unknown magazine which profiles Yvon Chouinard, founder of clothing company Patagonia, and the no-growth philosophy with which he aims to run the company.
- [591] *Campbell, Martha (ed.), "The Collected Responses to Simon and other population revisionists", Population Speakout (Englewood, CO, June 1992). 7 pp. Box No. 3:4, Folder No. 1.*

A collection of responses to the assertions of the economist Julian Simon and other "population revisionists ... who don't believe that global population growth is a problem", including responses to the revisionist positions on "Technology, Ingenuity, Opportunities, and Efficiencies of Scale", "The Population-Development Relationship", "Pollution and Environment", "Food", "Family Planning Demand" and "Methodology". Also included is a "Bibliography" and "Prince Malthus", an article from the Wall Street Journal, April 28, 1992, as "a current example of revisionist thinking on population".

- [592] *Michael, Donald N., "On Growth and the Limits of Organizational Responsiveness", Technological Forecasting and Social Change, Vol. 10 (1977). pp. 1-14. Photocopy. Box No. 3:4, Folder No. 1.*

An article by Don Michael in Technological Forecasting and Social Change which contrasts "the old ... view that equated improvements in the human condition with unlimited growth and the new view ... that sees both good and necessity in a world view that puts human kind back into ... an ecological mode of relationship with the material universe, with other humans, and with self" in terms of "their implications for the limits of responsive behavior by organizations", examining "factors which affect the limits of effective behavior within organizations; how these may be related to commitment to unconstrained growth, and how a different belief system emphasizing a steady state philosophy might contribute to more effective organizational behavior.""

- [593] *Ralph, Andrew, letter to Whole Earth Catalog (n.d.). 1 pg. Handwritten. Box No. 3:4, Folder No. 1.*

A letter from Andrew Ralph, founder and editor of A Long Cycle Observer to the editors of Whole Earth Catalog offering "all of [Ralph's] newsletters to date" and giving permission for Whole Earth Catalog "to use any or all of [Ralph's] material". A handwritten note in a different hand reads "Send to Art Kleiner".

- [594] *Ralph, Andrew, "Introducing Andrew Ralph: A Long Cycle Observer", A Long Cycle Observer (White River Jct., VT, n.d. [January, 1991?]). 2 pp. Box No. 3:4, Folder No. 1.*

An introduction to A Long Cycle Observer by the editor, Andrew Ralph, describing the newsletter as being "about the 50 to 60 year economic cycle and how it affects everyone (sic) of us", explaining "why there is a long cycle, what its phases are, ... what is to come - and ... what you can do to protect yourself against the bad times and harness the cycle's power to help you in good times."

- [595] *Ralph, Andrew, A Long Cycle Observer, No. 1 (White River Jct., VT, January, 1991). 6 pp. Box No. 3:4, Folder No. 1.*

The first issue of A Long Cycle Observer, a newsletter. This issue outlines the purpose of the newsletter (to understand long economic cycles and "teach ... basic principles and concepts that you can use to help make decisions" to live well through every stage of the cycle), and explores the question "What Is A Long Cycle?", looking at "the Kondratieff Wave" and "the Elliott Wave" to illustrate this, with a brief discussion of "Strategy/Tactics" to survive an entire "long cycle". Also included is the supplement "A Long Cycle Observer Special Report :

Andrew Ralph's 10 Predictions for the 90's" which offer Ralph's "view of what's coming up for the Upper Valley [a region of Vermont where the author and newsletter are based] in the 90's, with comments about the Northeast in general".

- [596] *Ralph, Andrew, A Long Cycle Observer, No. 2 (White River Jct., VT, March, 1991). 8 pp.* Box No. 3:4, Folder No. 1.

The second issue of A Long Cycle Observer, a newsletter. This issue looks at "Best Bets for the 90's in Business and Jobs", with discussions on "Evolving technologies", such as "computers", "biotechnology" and "ephemeralization" ("a concept named and propounded by Buckminster Fuller" which states that "new technologies allow you to do more with less material"), and a look at "The problems we face during the 90's", and "The Outlook for Business and Jobs".

- [597] *Ralph, Andrew, A Long Cycle Observer, No. 3 (White River Jct., VT, April, 1991). 8 pp.* Box No. 3:4, Folder No. 1.

The third issue of A Long Cycle Observer, a newsletter. This issue examines "Real Estate", in particular "Previous Real Estate Booms and Busts in U.S. History", "What is the Right Price of a Home?", "Pricing Commercial Real Estate", "What's in the Future for Real Estate" and "Recommendations" for how to act in this market during "a contracting economy".

- [598] *Ralph, Andrew, A Long Cycle Observer, No. 4 (White River Jct., VT, May, 1991). 6 pp.* Box No. 3:4, Folder No. 1.

The fourth issue of A Long Cycle Observer, a newsletter. This issue examines "Collectibles" and the act and meaning of being a collector, including a look at the difference between a "collector" and an "investor", and discussions on being a collector of art, cars and coins.

- [599] *Ralph, Andrew, A Long Cycle Observer, No. 5 (White River Jct., VT, June, 1991). 6 pp.* Box No. 3:4, Folder No. 1.

The fifth issue of A Long Cycle Observer, a newsletter. This issue looks at "Starting a Small Business in Hard Times (or Any Time)", in particular with an exploration of the author's "first business, started in a recession, and what [the author] felt or learned from this business", an essay on "the perfect business" and "Random Thoughts on Small Business".

- [600] *Ralph, Andrew, A Long Cycle Observer, No. 6 (White River Jct., VT, July, 1991). 6 pp.* Box No. 3:4, Folder No. 1.

The sixth issue of A Long Cycle Observer, a newsletter. This issue explores the question "What Drives The Long Cycle[?]".

- [601] *Ralph, Andrew, A Long Cycle Observer, No. 7 (White River Jct., VT, August, 1991). 6 pp.* Box No. 3:4, Folder No. 1.

The seventh issue of A Long Cycle Observer, a newsletter. This issue includes a brief "In Memoriam" notice for Richard A. Snelling, governor of Vermont. The rest of the issue consists of "Manias": Pt. 1", an exploration of "manias with real economic consequences", with the subsections "The Dutch Tulip Mania 1634-1636" and "John Law, Paper Money, Banks and The Mississippi Company: 1719-1720".

- [602] *Ralph, Andrew, A Long Cycle Observer, No. 8 (White River Jct., VT, September, 1991). 6 pp.* Box No. 3:4, Folder No. 1.
The eighth issue of A Long Cycle Observer, a newsletter. This issue consists of "Manias": Pt. 2, looking at "the South Sea Bubble of 1720", and "The LBO Deal Mania 1980-1989".
- [603] *Ralph, Andrew, A Long Cycle Observer, No. 9 (White River Jct., VT, October, 1991). 6 pp.* Box No. 3:4, Folder No. 1.
The ninth issue of A Long Cycle Observer, a newsletter. This issue provides "A Weather Report" on the economy, assessing the economies of many regions of the world over the coming year, a predicted rise in taxes across North America, and a look at new technologies including "Really Cheap Solar Power" and "Bacterial Computers", "future biologically-based computers".
- [604] *Ralph, Andrew, A Long Cycle Observer, No. 10 (White River Jct., VT, November, 1991). 6 pp.* Box No. 3:4, Folder No. 1.
The tenth issue of A Long Cycle Observer, a newsletter. This issue looks at indexes as "barometers of economic activity" and problems with indexing, with an examination of "Strategies and Tactics" for business owners, and advice for people involved in real estate.
- [605] *Ralph, Andrew, A Long Cycle Observer, No. 11 (White River Jct., VT, December, 1991). 6 pp.* Box No. 3:4, Folder No. 1.
The eleventh issue of A Long Cycle Observer, a newsletter. This issue looks at the "misery index" which "explains why the economy isn't likely to roar back", and also examines the "misunderstood genius" of John Maynard Keynes.
- [606] *Ralph, Andrew, A Long Cycle Observer, No. 12 (White River Jct., VT, January, 1991). 8 pp.* Box No. 3:4, Folder No. 1.
The twelfth issue of A Long Cycle Observer, a newsletter. This issue looks at saving as "the Key to Investment" and investment as "the Key to Sustainable Prosperity".
- [607] *Ralph, Andrew, A Long Cycle Observer, No. 13 (White River Jct., VT, February, 1992). 8 pp.* Box No. 3:4, Folder No. 1.
The thirteenth issue of A Long Cycle Observer, a newsletter. This issue looks at the continuation of recession and "Thrift and Self Reliance" as "Survival Tactics for the 1990's", with economic predictions for 1992 outlined. This issue also includes the supplement "A 1 Year Check on Andrew Ralph's 10 Predictions for the 90's", which looks at the progress of the economic predictions for the Upper Valley region of Vermont, which the author made the previous year.
- [608] *Ralph, Andrew, A Long Cycle Observer, No. 14 (White River Jct., VT, March, 1992). 6 pp.* Box No. 3:4, Folder No. 1.
The fourteenth issue of A Long Cycle Observer, a newsletter. This issue looks at "Survival Skills in the 90's" and how to make the most of the economic situation during this time.
- [609] *Ralph, Andrew, A Long Cycle Observer, No. 15 (White River Jct., VT, April, 1992). 12 pp.* Box No. 3:4, Folder No. 1.

The fifteenth issue of A Long Cycle Observer, a newsletter. This issue includes a brief "In Memoriam" for Isaac Asimov. It also explores chaos theory as a means of understanding cycles, and an exploration of how completely different paths "Can Help Your Business Thrive". Also included is a single page supplement, "1992 Business Growth Checklist: A Baker's Dozen of Things That Will Help Your Business Grow, Even in a Recession", which offers twelve ideas to help your business grow.

- [610] *Ralph, Andrew, A Long Cycle Observer, No. 16 (White River Jct., VT, August, 1992). 8 pp.* Box No. 3:4, Folder No. 1.

The sixteenth issue of A Long Cycle Observer, a newsletter. This issue looks at bartering "as a Survival Tactic" and offers advice on how to barter most successfully, some thoughts on how "Living With Cars" has altered mankind, and an "Economic Weather Report" which warns that "We are in the pause between phase one and phase two of the decline that ends a cycle - and the next phase will be a lot harder".

- [611] *Ralph, Andrew, A Long Cycle Observer, No. 17 (White River Jct., VT, September, 1992). 15 pp.* Box No. 3:4, Folder No. 1.

The seventeenth issue of A Long Cycle Observer, a newsletter. This issue includes "Debt & Taxes: Socialization of Risk, Democratization of Credit, and Funny Money Help Put Our Government Into Hock and the IRS In Search of Money", and explores "how Monopolies Create the Conditions for Their Own Extinction". This issue also includes two supplements, the first consisting of charts and "Added thoughts" to accompany the discussion of debt and taxes, and the second, "A Long Cycle Observer Special Report : Bicycles as Transportation: A Laid Back Future", examining a history of bicycles and their impact on human transportation, as well as a brief discussion about recumbent bicycles.

- [612] *Ralph, Andrew, A Long Cycle Observer, No. 18 (White River Jct., VT, October-November, 1992). 16 pp.* Box No. 3:4, Folder No. 1.

The eighteenth issue of A Long Cycle Observer, a newsletter. This issue is a "Special Charts Issue" which uses a large number of charts to explore a range of economic issues, including charts which represent large economic cycles, federal borrowing and spending, rising consumer debts, decreasing farm real estate and "Other threats to farmers' income", the US investment record and "The Distribution of Pretax Income in 1992 By Family Income Group".

- [613] *Ralph, Andrew, A Long Cycle Observer, No. 19 (White River Jct., VT, December, 1992). 8 pp.* Box No. 3:4, Folder No. 1.

The nineteenth issue of A Long Cycle Observer, a newsletter. This issue is subtitled "Thinking About Japan", and explores the Japanese automobile industry, and how the US can compete with it, "as a metaphor for Japan's success.

- [614] *Ralph, Andrew, A Long Cycle Observer, No. 20 (White River Jct., VT, January, 1993). 8 pp.* Box No. 3:4, Folder No. 1.

The twentieth issue of A Long Cycle Observer, a newsletter. This issue follows the theme of the previous issue in "Thinking About Japan", with a focus on "Looking at Japan in the Long Term: Cycles, Hegemony and What They Imply".

- [615] *Ralph, Andrew, A Long Cycle Observer, No. 21 (White River Jct., VT, February, 1993). 8 pp. Box No. 3:4, Folder No. 1.*
The twenty-first issue of A Long Cycle Observer, a newsletter. This issue is subtitled "The End of the World (as we know it) : Cycle Ends Converge at End of the Century and The Millennium Loonies make Real Prophets' work More Difficult". The issue mostly consists of economic predictions going into the 21st century and beyond, as well as a discussion regarding the use of such predictions, and a more detailed look at a predicted period of deflation.
- [616] *Persico, Connel F. and McEachron, Norman B., "SRI Project 6747 : Educational Policy Research Center : Forces for Societal Transformation in the United States, 1950-2000: Volume I (Draft) : Contract: OEC-1-7-071013-4274 : Prepared for: National Center for Educational Research and Development, U.S. Office of Education, Washington, D.C. 20202" (Menlo Park, CA: Educational Policy Research Center, Stanford Research Institute: September, 1971). Loose sheets. viii + 123 pp. Photocopy. Box No. 3:4, Folder No. 1.*
A draft of the first volume of a report prepared by the Educational Policy Research Center, Stanford Research Institute, for the National Center for Educational Research and Development, U.S. Office of Education, undertaken "because these differences and analyses [between past and present "periods of social disruption in which the survival of the [U.S.] nation as a democratic entity seemed questionable"] are substantial enough to require consideration of a cultural transition as a possible and even plausible alternative future". The report looks at the history and future of "Forces for Societal Transformation in the United States", and is divided into two sections: "Historical Background", "an historical account of American radicalism from before the Revolutionary War through the 1950s, and its re-emergence from 1954 to 1970 particularly in the different facets of the student movement or "counter culture", and "Theoretical Framework", which "sets forth a theoretical framework within which these and other indicators of structural and cultural transformation can be considered".
- [617] *No author, "Group Planners' Conference : Banff, Alberta, Canada : May, 1986 : List of Participants" (May, 1986). 4 pp. Box No. 3:4, Folder No. 1.*
A list of participants at a (presumably Shell Group) conference, divided under the following headings "Operating and Associated Companies", "Regions, Functions and Sectors", "Group Planning", "Guest Participants" (of which Art Kleiner is one), "Spouses", "Organisers" and "Secretariat".
- [618] *Kahane, Adam, Global Scenarios for the Energy Industry: Challenge and Response : Selected Papers (United Kingdom: [1990?]). 11 pp. Original publication. Box No. 3:4, Folder No. 1.*
A report by Adam Kahane "based on the collective work of the Business Environment section of Group Planning, Shell International Petroleum Company Ltd, performed during 1988-90" which outlines the use and purpose of the Shell Group's "scenarios, a set of 'stories' about alterna-

tive possible futures” which “promote a discussion of possibilities other than the ‘most likely’ one and encourage the consideration of ‘what if’ questions”, explores the geopolitical changes, international economy and environmental concerns from the past into the future, and describes in more detail two scenarios; one of “Global Mercantilism”, where “the main global challenge is dealing with the decline in the hegemonic position of the two superpowers and instability in international markets”, the other of a “Sustainable World”, where “the central challenge is dealing with common problems, especially global warming”, including the “implication for energy” of both of these scenarios.

- [619] *Galer, Graham and van der Heijden, Kees, “The Learning Organization: How Planners Create Organizational Learning”, Marketing Intelligence & Planning, Vol. 10, No. 6 (1992). Loose sheets. pp. 117-124. Photocopy. Box No. 3:4, Folder No. 1.*

An article in Marketing Intelligence & Planning by Graham Galer and Kees van der Heijden, which examines organizational learning, in particular “the learning approach to planning, and its implementation in Shell ... especially ... the perceptual needs of this approach”, and examines scenario planning in this context, followed by explorations of “Strategic Planning Workshops (as a Means of Inferring Conclusions)”, “Business Planning, Project Planning and Budgeting (as a Means of Planning New Steps and Taking Action)”, “Business Appraisal” (as a Means of Experiencing and Getting Feedback from Results of Action)“, and ”The Art of Organizational Conversation“.

- [620] *DuMoulin, Hans, “Winning Strategies for the 1990’s” : Paper in session: Strategic Planning Tomorrow on subject The New Role of the Corporate Planner” (1988). 19 pp. Photocopy. Box No. 3:4, Folder No. 1.*

A paper by Hans DuMoulin from the “Strategic Management Society : Eighth Annual International Conference : Amsterdam October 17-20th 1988”, which looks at the evolution of forecasting into scenarios planning, the “Lessons From the Past” to be learned from this history and from early scenarios planning in general, and “Guidelines for the Future”, which includes the subsections “Application of Lessons to Energy Industry” and “The New Role of the Corporate Planner”. Also included on the last page is a graph titled “World (Excluding Communist Areas) Estimates of Oil Demand”, with “Shell Scenarios” from 1955-2005 plotted against number of barrels of oil in demand daily, measured in millions.

- [621] *DuMoulin, Hans, “Energy Planning for Industrialisation” (1985). iii + 27 pp. Photocopy. Box No. 3:4, Folder No. 1.*

A paper by Hans DuMoulin from the “Tenaga 85” seminar on “Energy and Industrialization”, 29-30 April, 1985, Kuala Lumpur“, ”Organised by: The Malaysian National Committee of the World Energy Conference“ This paper addresses ”questions of uncertainty both endogenous and exogenous to the planning/modelling process“ relating to energy planning for industrialisation, investigating ”What has been the response of planners to such conditions?“, ”How effectively can planners transmit the results of their activities in a coherent form to decision

makers in an uncertain environment⁴, and "What special considerations have to be taken into account within the context of industrialisation⁴, including an examination of "how governments can test their criteria against external scenarios and then use these criteria to choose amongst the nation's energy options".

- [622] *DuMoulin, Hans, "Analysis of Profitability and Risk" in Khan, Kameel I. F. (ed.), Petroleum Resources and Development: Economic, Legal and Policy Issues for Developing Countries (London, UK: Belhaven Press, 1988). pp. i-ix + 146-156. Photocopy. Box No. 3:4, Folder No. 1.*

A chapter by Hans DuMoulin from Kameel I. F. Khan's book *Petroleum Resources and Development: Economic, Legal and Policy Issues for Developing Countries*, which analyses the concepts of profitability and risk, presumably in relation to petroleum resources and development in developing countries, and explores scenarios planning, as opposed to forecasting, as a method of mitigating risk, with reference to Herman Kahn and the Hudson Institute".

- [623] *No author, "DRS. H. DUMOULIN" (London, UK: August, 1988). 2 pp. Box No. 3:4, Folder No. 1.*

A CV of Hans DuMoulin, with "Details relevant to Strategic Planning Matters", including his education and work history and a list of publications.

- [624] *13 colour photographs, London. Box No. 3:4, Folder No. 2.*

13 colour photographs of buildings in London, mostly the Shell Centre, also including Big Ben, Westminster Pier, and other landmarks.

- [625] *Rohwedder, Cacilie, and Gumbel, Peter, "Shell Bows to German Greens' Muscle", The Wall Street Journal (New York, NY, June 21, 1995). pp. A9-A10. Tear sheet. Box No. 3:4, Folder No. 2.*

An article on page A10 of the June 21, 1995 issue of *The Wall Street Journal*, regarding the abandonment by Royal Dutch/Shell Group of the company's "plans to sink the junked Brent Spar oil platform in the North Sea" as a result of "furious protest from a large section of German society", and arguing that Shell failed to accurately assess the "environmental consciousness" of mainstream German society, pointing to the "Growing Clout of Environmentalists".

- [626] *No author, "How to Make Lots of Money, and Save the Planet Too", The Economist (London, UK, June 3, 1995). pp. 57-66. Tear sheets. Box No. 3:4, Folder No. 2.*

Several articles in *The Economist*, although only the first (p. 57-58) seems strictly relevant to this archive. This article explores "a budding romance between greens and businesses" and the underlying reasons that large firms are aiming to become more responsible, particularly in regards to environmental issues. "

- [627] *Webber, Alan M., letter to Peter Schwartz (May 4, 1992). 2 pp. Box No. 3:4, Folder No. 2.*

A letter from Alan Webber, Editorial Director at Harvard Business Review, to Peter Schwartz, regarding the outline of “a piece on the way in which planning tools and organizations operate to change each other” which Schwartz had sent to Webber, and offering suggestions for Schwartz to begin again with a new outline on the same theme, with reference to Shell. An attached cover page indicates that this letter was forwarded [by fax?] by Schwartz to Art Kleiner on May 8, 1992, for Kleiner’s interest.

- [628] *Galer, Graham, “Talk for MCE conference, Paris; April 1992. : ”Planning as learning: Developing the checklist for the future” (26 February, 1992). 25 pp. Box No. 3:4, Folder No. 2.*

A draft of a talk by Graham Galer for the MCE conference, Paris, April 1992, which “describes some of the ways in which managers in Shell are speeding up the processes of learning which are so important for survival and competitive success”, with particular focus on defining and measuring organisational learning, “organisational learning in Shell”, “Planning in Shell - its relevance to learning”, “Individual and team learning processes: links with planning”, “The art of organisational conversation” and “The contribution of information technology”.

- [629] *de Geus, Arie P., “The Learning Company [draft]” Harvard Business Review (August 21, 1987). 20 pp. Photocopy. Box No. 3:4, Folder No. 2.*

A draft of an article by Aries P. de Geus for Harvard Business Review which examines how Shell has used scenarios to successfully engage in corporate planning, which the author argues is equivalent to, or results in, institutional learning.

- [630] *de Geus, Arie P., “The Learning Company [draft]” Harvard Business Review (August 21, 1987). 20 pp. Photocopy. Box No. 3:4, Folder No. 2.*

A draft of an article by Aries P. de Geus for Harvard Business Review which examines how Shell has used scenarios to successfully engage in corporate planning, which the author argues is equivalent to, or results in, institutional learning.

- [631] *Lane, D. C., “Management Learning by Simulation” (London, UK: Shell International Petroleum Co. Ltd., n.d.). pp. 322-339. Photocopy. Box No. 3:4, Folder No. 2.*

A paper produced by D. C. Lane in the “Business Consultancy division of Shell International Petroleum”. The abstract reads: “A review is given of the experiences of a practicing business consultancy division. The reasons for the failure of the traditional, expert consultancy approach are discussed. The requirements for a more suitable consultancy methodology are stated. An approach called ‘Modelling As Learning’ is introduced, its three defining aspects being: client ownership of all analytical work performed, consultant acting as facilitator and sensitivity to soft issues within and surrounding a problem. The goal of such an approach is set as the acceleration of the client’s learning about the business. The tools that are used within this methodological framework are discussed and some case studies of the methodology are presented. It is argued that a learning experience was necessary before arriving

- at the new methodology but that it is now a valuable and significant component of the division's work.””.
- [632] *No author, handwritten notes (n.d.). 9 pp.* Box No. 3:4, Folder No. 2.
A series of handwritten notes regarding a presentation given by Kees van der Heijden to CMD (Committee of Management Directors), with reference to Shell, Pierre Wack, Herman Kahn and SRI (Stanford Research Institute).
- [633] *No author, handwritten notes (n.d.). 2 pp.* Box No. 3:4, Folder No. 2.
Two pages of handwritten notes relating to Shell Oil.
- [634] *Torrey, Barbara Boyle and Kingkade, W. Ward, "Population Dynamics of the United States and the Soviet Union", Science, Vol. 247, No. 4950 (March 30, 1990). pp. 1548-1552. Photocopy.* Box No. 3:4, Folder No. 2.
An article in Science magazine about the consequences of a slowing population growth in the United States and Soviet Union, which looks at "Definitions, Sources, and Reliability of the Projections", "Demographic Pasts and Consequences", and "The Effects of Slowing Population Growth".
- [635] *Marshall, Tyler, "Pressures of Affluence: Shetlanders Pay Price for Oil Boom", Los Angeles Times (Los Angeles, CA, September 3, 1988). Corner stapled. pp. 42-46.* Box No. 3:4, Folder No. 2.
The transcript of article in the Los Angeles Times which appears to have been printed from an online source following a search for "Ian Clark and Local Hero" by Art Kleiner (see p. 41). The article explores the consequences of an oil boom in the Shetland Islands on the community, and describes the way in which Ian Clark, "an astute chief executive" who led "the local council" managed a variety of deals with the oil companies.
- [636] *No author [Galer, Graham?], no title (n.d.). 5 pp.* Box No. 3:4, Folder No. 2.
[An incomplete letter or fax from Graham Galer?] which describes the author's work at Shell Australia and talks about, for example, system dynamics, scenarios planning and Pierre Wack.
- [637] *Collyns, Napier, postcard to Kleiner, Art (January 29, 1991).* Box No. 3:4, Folder No. 2.
A postcard sent from New Zealand by Napier Collyns to Art Kleiner, showing "The Remarkables" [a mountain range in New Zealand], with the remark "isn't this [The Remarkables] a perfect [one?] wonders for Pierre Wacks'/Gurdjieff's Remarkable People!", referring to the spiritual teacher George Ivanovich Gurdjieff, who had a big influence on Pierre Wack.
- [638] *Kleiner, Art, letter to "Scenario Class" and various authors, a series of online exchanges (May 13 - August 14, 1992). 25 pp.* Box No. 3:4, Folder No. 2.

A letter from Art Kleiner to his "Scenario Class" regarding the enclosed "discussion of scenarios held in the WELL GBN [Global Business Network] conference" and the enclosed discussion between a variety of people including Napier Collins, Art Kleiner, Stewart Brand and Peter Schwartz, which seems to be part of an online exchange regarding "Scenarios of the Present" which discusses the idea that "scenarios are really organized conceptualizations of the *present*".

- [639] *Various authors, a series of online exchanges (May 13 - August 14, 1992). 24 pp.* Box No. 3:4, Folder No. 2.

A discussion between a variety of people including Napier Collins, Art Kleiner, Stewart Brand and Peter Schwartz, which seems to be part of an online exchange regarding "Scenarios of the Present" which discusses the idea that "scenarios are really organized conceptualizations of the *present*". This discussion appears to have been part of the "WELL GBN [Global Business Network] conference".

- [640] *Millet, Stephen M., "Battelle's Scenario Analysis of a European High-Tech Market", Planning Review (March/April, 1992). pp. 20-23. Photocopy.* Box No. 3:4, Folder No. 2.

An article in Planning Review about Battelle, the non-profit science and technology development corporation, after the company "was asked to work with a U.S.-based information technology ... company to apply the BASICS scenario method ["Battelle Scenario Inputs to Corporate Strategy ... an adaptation of the cross-impact technique developed at the RAND Corporation and the University of Southern California" which "was coupled with Battelle's computer-based algorithm" and "an expert judgment methodology"] to a forecast of its changing European market."

- [641] *de Geus, A. P., "Modelling to Predict or to Learn?", European Journal of Operational Research, Vol. 59, No. 1 (May 26, 1992). pp. 1-5 + Table of Contents [1 p.]. Photocopy.* Box No. 3:4, Folder No. 2.

An article in the European Journal of Operational Research by A. P. de Geus which gives a brief history of scenario planning at Shell, with a line of influence drawn back to Herman Kahn and the Hudson Institute, and analyses the use of scenario planning, with reference to Pierre Wack, Peter Senge, the Tavistock Institute of Human Relations and Jay W. Forrester. Also included is the table of contents of this issue of the European Journal of Operational Research, which is referred to in the opening paragraph of the article.

- [642] *de Geus, A. P., "Modelling to Predict or to Learn?", European Journal of Operational Research, Vol. 59, No. 1, (May 26, 1992). pp. 109-103. Photocopy.* Box No. 3:4, Folder No. 2.

An article in the European Journal of Operational Research by A. P. de Geus which gives a brief history of scenario planning at Shell, with a line of influence drawn back to Herman Kahn and the Hudson Institute, and analyses the use of scenario planning, with reference to Pierre Wack, Peter Senge, the Tavistock Institute of Human Relations and Jay W. Forrester.

- [643] *Woodbury, Richard, "Hard Times : The Great Energy Bust" (New York, NY: Time, March 16, 1992). pp. 49-52. Tear sheets. Box No. 3:4, Folder No. 2.*
An article in Time which warns that "More than any previous recession in the U.S. oil and gas industry, this one smells dangerously permanent", which includes various statistics relating to "Vanishing Rigs", "Cheaper Gas", "Shrinking Prices", "Rising Imports" and "Fewer Jobs", with reference to Shell. The relevant article appears on pp. 50-51.
- [644] *Hochschild, Adam, "Reading, Writing & Russians", Mother Jones, (August/September, 1985). pp. 58-60. Photocopy. Box No. 3:4, Folder No. 2.*
An article in Mother Jones reviewing two books, Rethinking the Soviet Experience: Politics and History since 1917 by Stephen F. Cohen, and Behind the Lines: The Private War against Soviet Censorship, by Donald R. Shanor, largely examining the issue of censorship.
- [645] *Shell Intl Petroleum Co London, telex to various Shell companies (London, UK: April 7, 1986). 4 pp. Photocopy. Box No. 3:4, Folder No. 2.*
A telex from "Shell Intl Petroleum Co London" to various other Shell companies regarding "the group planning experiment in Computer Conferencing (CC)", discussing the hiring of Art Kleiner as a specialist consultant in CC and mentioning the possibility of using CC "in developing scenarios (sic)". Also in this folder is a "New York University" message card with a hand drawn doodle of a moustachioed man.
- [646] *[DuMoulin, Hans?] letter to Kleiner, Art (July 22, 1995). 1 pg. Box No. 3:4, Folder No. 2.*
A brief letter [from Hans DuMoulin?] to Art Kleiner which refers to a paper Kleiner wrote, and a "post-1976" trap which Shell fell into.
- [647] *Royal Dutch/Shell Group of Companies, Statement of General Business Principles (Shell International Petroleum Company, 1994). 6 pp. Original publication. Box No. 3:4, Folder No. 2.*
A leaflet outlining Shell's "General Business Principles", including an Introduction by C. A. J. Herkströter, Chairman of the Committee of Managing Directors of the Service Companies, and establishing the "Objectives", "Responsibilities", "Economic Principles", "Business Integrity", "Political Activities", "Health, Safety and the Environment", "The Community", "Competition", "Communication" and "Joint Ventures".
- [648] *No author [Kleiner, Art?], handwritten notes (n.d.). 4 pp. Handwritten and photocopy. Box No. 3:4, Folder No. 2.*
Four pages of handwritten notes which refer to, amongst other things, a story "which Adam Kahane told [the author]" about legends surrounding Pierre Wack during his time at Shell, Aries de Geus and organizational learning with photocopy.
- [649] *No author [Kleiner, Art?], handwritten notes (n.d.). 10 pp. Handwritten. Box No. 3:4, Folder No. 2.*

Ten pages of handwritten notes which refer to, amongst other things, W. Edwards Deming, a variety of publications, and a video that Shell produced.

- [650] *van der Heijden, Kees and Schwartz, Peter, "The Art of the Strategic Conversation" (n.d.). 10 pp. Box No. 3:4, Folder No. 2.*
A paper by Kees van der Heijden and Peter Schwartz which "deals with the realities of the strategic formation process in large organizations" and "how to use scenarios in that process", particularly focusing on "strategic conversation" which arises out of asking "what if?" questions, and is so called "because change in organizations is inevitably the prerogative of groups and not individuals", with reference to Shell, Apple and the Global Business Network (GBN).
- [651] *Andrews, Tim, "Letters to the Editor : Greenpeace: We Did Not Apologize", The Wall Street Journal (New York, NY, September 26, 1995). pp. A23-A24. Tear sheet. Box No. 3:4, Folder No. 2.*
A "Letter to the Editor" in The Wall Street Journal by Tim Andrews, National Bureau Chief of Greenpeace U.S., criticizing The Wall Street Journal for implying in an article that "Greenpeace apologized to Shell for our successful campaign to stop the oil giant from dumping the controversial Brent Spar oil platform deep in the North Atlantic", arguing that "Nothing could be further from the truth."
- [652] *No author, "Shell Briefing Note : Developments in Nigeria" (London, UK: Shell International Petroleum Company Ltd, March, 1995). 4 pp. Original publication. Box No. 3:4, Folder No. 2.*
A "Shell Briefing Note" which has been written to explain "why SPDC [Shell Petroleum Company Ltd] has become a target and its response to the allegations" that "the company has caused environmental devastation in Ogoni territory, is in collusion with Nigerian military forces, and does not provide assistance to the communities in which it operates", to outline the company's position on the "calls for SPDC to intervene on behalf of the Ogoni campaigner, Ken Saro-Wiwa" who is "currently detained for his alleged involvement in the murder of four moderate Ogoni leaders", and to describe "briefly what the company is doing to improve its own performance and the background to a major independent environmental survey of the Niger Delta recently announced by SPDC.".
- [653] *No author, "Global Climate Change : Transcript of an Electronic Conversation : March 29 to July 25, 1989" (Shell International Petroleum Company Ltd, March 29 - July 25, 1989). 68 pp. Photocopy. Box No. 3:5, Folder No. 1.*
The transcript of the "Shell International - U. C. Davis Global Climate Conference", an electronic conference held between March 29 and July 25, 1989, using "Notepad Systems International" as a medium, discussing climate change. Participants include Graham Galer, Napier Collyns and Art Kleiner.
- [654] *No author, "Population, environment and energy" (London, UK: The Shell Briefing Service (sbs), No. 2, 1989). 9 pp. Original publication. Box No. 3:5, Folder No. 1.*

The second issue of the 1989 run of SBS (The Shell Briefing Service), “prepared as an information brief for companies of the Royal Dutch/Shell Group”, looking at different cultural and economic factors for global population growth, demographic trends, “the perception of environmental problems”, methods of sustainable development, and global energy and oil demand.

- [655] *Royal Dutch/Shell Group of Companies, Financial and Operational Information 1985-1989* (London, UK: Shell International Petroleum Company, n.d. [1989?]). . 41 pp. Original publication. Box No. 3:5, Folder No. 1.

A booklet which “supplements the 1989 Annual Reports of Royal Dutch Petroleum Company and of The ”Shell“ Transport and Trading Company, p.l.c. which contain financial statements and information on the Royal Dutch/Shell Group of Companies, including details of the accounting policies employed.””.

- [656] *Murphy, Nancy R., letter to Kleiner, Art (November 14, 1991), [van der Heijden, Kees, and Schwartz, Peter?], notes (July 29, 1991) and van der Heijden, Kees, email to Schwartz, Peter (March 13, 1991). 5 pp.* Box No. 3:5, Folder No. 1.

Three related documents. The first is a letter from Nancy R. Murphy from the Global Business Network (GBN) offering the enclosed “notes by Peter [Schwartz] and Kees [van der Heijden] for the Harvard Business Review article on scenario planning” and refers to Kleiner’s interest “in tackling this project” and the “March WorldView meeting in Aspen”. The second document contains the aforementioned notes, relating to “Shell culture” and “Scenarios and corporate awareness”. The third document is an email from van der Heijden to Schwartz regarding notes van der Heijden has put together regarding the “Possible joint paper”, with the intention “to describe Shell as a system and relate why scenario planning has taken off there.””.

- [657] *Hillis, W. Daniel, “Intelligence as an Emergent Behaviour; or, The Songs of Eden”, Daedalus, Vol. 117, No. 1 (Winter, 1988). pp. 175-189. Photocopy.* Box No. 3:5, Folder No. 1.

An article in Daedalus which looks at intelligence as an emergent behaviour, a phenomenon which is a consequence of “randomly connected” rules of interaction, presumably neurons in this case, and the significance this might have in the quest for artificial intelligence.

- [658] *No author, “What-if Shadows in the Crystal Balls”, The Economist (London, UK, July 20, 1985). pp. 21-23. Transcript.* Box No. 3:5, Folder No. 1.

A transcript of an article in The Economist about how company planners moved from forecasting to scenario planning, in particular how it began at Shell, with reference to Pierre Wack, including his advice that “The most dangerous approach [a company can take] is to consider three versions of the future which change only one variable. Many managers will not be able to resist the temptation to pick the middle one and treat it as an old-fashioned forecast.””.

- [659] *No author, "An Introduction to Social Changes", no author, "Unreal Attitudes to Work and Industry" and no author, "Turning a Blind Eye to Reality" (Shell World, No. 2, March/April 1978). Corner stapled. pp. 22-24, 10-12 and 21, respectively. Photocopy. Box No. 3:5, Folder No. 1.*
 Three articles from Shell World. The first, "An Introduction to Social Changes", is a "shortened version" of a bibliography put together by "Members of Group Planning [at Shell]" as part of a "greater effort to understand how values in society would affect the future of large-scale business," including An Incomplete Guide to the Future, by Willis Harman, and Concept of the Corporation and The Age of Discontinuity, both by Peter Drucker. The second article is summarized: "Jeanne Hersch, Professor of Philosophy at the University of Geneva and a member of the Swiss Socialist Party, talks to Bernard Taylor about a need to improve general attitudes towards work and industry—and some of the unreal expectations and contradictions surrounding these attitudes." The third article is a report which "reveals how remote the American public is from an awareness of" "the realities of the energy situation".
- [660] *Beck, P. W., "Strategic Planning in the Royal Dutch/Shell Group : A paper presented on March 1st 1977 to the Conference on Corporate Strategic Planning" (Shell International Petroleum Company Limited, March 1st, 1977). Corner stapled. 22 pp. Photocopy. Box No. 3:5, Folder No. 1.*
 A paper "presented on March 1st 1977 to the Conference on Corporate Strategic Planning . . . Held by the Institute of Management Science and The Operations Research Society of America at New Orleans" about how strategic planning is carried out, in various ways, across "The family of enterprises calling itself the "Royal Dutch/Shell Group", which discusses the nature of function of "The Group Today", the environment at the time of the paper, the organisation of the company, "Decision Making in a Large Organisation", "Scenario Planning", the "Purpose of the Planning Process" and "The Planning Cycle". "
- [661] *No author, "Inside View of a North Sea Platform" and no author, "Presenting the Total Environment Show", Shell World, No. 5 (July/August, 1978). pp. 12 + 18-21, respectively. Photocopy. Box No. 3:5, Folder No. 1.*
 Two articles from Shell World. The first, "Inside View of a North Sea Platform", is incomplete. The existing page shows part of an illustration of "The Brent D concrete production platform", with brief descriptions of each part. The second article, "Presenting the Total Environment Show", describes Bernard Taylor's experience attending "[Shell] Group Training's second European trends and perspectives seminar—which was attended by marketers, planners, researchers and others from 17 Shell companies" and addressed questions such as "Where does the business environment begin and end, and how many factors does one need to take into account when analysing business prospects?" with reference to the opposing economic predictions of Herman Kahn and the Club of Rome.
- [662] *Bénard, André, "World oil and cold reality", Harvard Business*

Review, Vol. 58. No. 6 (November/December, 1980). pp. 91-101. Photocopy. Box No. 3:5, Folder No. 1.

An article in Harvard Business Review by André Bénard which asks the question “Faced with the fact that the oil exporting countries now call the tune in supply and price, can their customers act to alter their profligate consumption habits and develop oil substitutes, ... embark on a period of ”restructured growth“ and leave behind their ”world of internal contradictions“ ... in which every sneeze by an OPEC [Organization of Petroleum Exporting Countries] nation seems to produce an economic cold at home?”, and the author, “a top oil company executive [at Royal Dutch/Shell], voices some pessimism about the outcome in the medium term” and “projects scenarios for the production of oil and other energy sources in the next two decades.””.

- [663] *Vann, Barry L, “letter to the editor”, and McAfee, Jerry, “letter to the editor”, Harvard Business Review (March-April 1981). pp. 216-217. Photocopy. Box No. 3:5, Folder No. 1.*

Two “letters to the editor” of Harvard Business Review, addressing André Bénard’s article World oil and cold reality. The first, by Barry L. Vann, an economist with Standard Oil Company of California, argues that “Bénard is mesmerized by the events of the 1970s, and this has caused him to forecast only gloom and doom for the 1980s”, and that “he expresses an amazing disregard for fundamental economics.” The author also offers an alternative scenario in which “crude oil prices remain constant in real terms or decline slightly until 1990”. The second letter, by Jerry McAfee, Chairman of the Board at Gulf Oil Company, argues that “André Bénard’s discussion of the world oil market and its past and future effects on economic growth are very perceptive and realistic” and that “the ability of the United States and other developed countries of the world to prosper under either of Bénard’s scenarios is improving.””.

- [664] *Bénard, André, “letter to the editor”, Harvard Business Review (January-February 1983). pg. 164. Photocopy. Box No. 3:5, Folder No. 1.*

A “letter to the editor” of Harvard Business Review, by André Bénard regarding “Bruce Scott’s views” and arguing that “While accepting Bruce Scott’s concern about industrial competitiveness and what to do about it in various countries, we should also remain alert to the threats to entrepreneurship that abound in this day and age, for it is the prime mover of economic progress.””.

- [665] *No author, “Herman Kahn thinks about the thinkable - ‘Most of the Traditional Causes of War Have Disappeared’”, The New York Times Magazine (New York, NY, June 20, 1971). 8 pp. Photocopy. Box No. 3:5, Folder No. 1.*

An interview in The New York Times Magazine between “the British scholar G. R. Urban” and Herman Kahn, in which the effect of underemployment on likelihood for war, contemplating potential escalation scenarios resulting in nuclear war, the “vanishing sense of history” and the impact this might have on future generations, John Maynard Keynes’s argument that “...the economic problem, the struggle for subsistence,

always has been ... the most pressing problem of the human race. If the economic problem is solved, mankind will be deprived of its traditional purpose ... [and so] "be faced with his real ... problem—how to use his freedom from pressing economic cares, how to occupy his leisure."" , the influence of the "balance of terror" on the likelihood of war, the likely sources of future conflict, nationalism and "national characteristics", and various other issues are discussed.

- [666] *No author, "Planning in the Royal Dutch/Shell Group" in No Author, Planning for Large Companies (n.d.). pp. 82-111. Photocopy. Box No. 3:5, Folder No. 1.*

A chapter from the book Planning for Large Companies [unknown author/editor] which is divided into the following sections: "Brief History of Shell", "The Organization of Shell", "The Committee of Managing Directors (CMD)", "Scenario Development at Shell", "Background of Planning at Shell", "The Planning Process in the Mid-1980s", "Planning in the Organization", "Planning Consultancy", and "Who Were the Planners?".

- [667] *Anderson, Roy R., letter to Collyns, Napier (May 22, 1989). 3 pp. Photocopy. Box No. 3:5, Folder No. 1.*

A letter from Roy Anderson to Napier Collyns reacting negatively to an article by Art Kleiner "on Royal Dutch/Shell's strategic planning history".

- [668] *Robinson, M. S., "Strategic Planning for International Oil Trading" (Strategic Planning in Shell, Shell International Petroleum Company Limited, Group Planning, December, 1986). 8 pp. + v pp. appendix. Photocopy. Box No. 3:5, Folder No. 1.*

A report by Silvan Robinson, President of Shell International Trading Company, originally presented as a paper "to the IMI in Geneva on 25th August 1986" discussing the "four pillars" of "the strategic planning process" followed by Shell: "Scenario development", "Competitive positioning", "Strategic vision" and "Option planning", and how some of these principles have been applied to "the principal oil trading activities of the Royal Dutch/Shell Group". Also included is an appendix titled "The Traders - Seeking 'the Last Best Price'", "Taken form an article in the February/March 1986 issue of 'Shell World'.")

- [669] *No author, "You Don't Have to go Short to Save Energy", Shell World, No. 4, (London, UK: June/July, 1979). pp. 8-10. Photocopy. Box No. 3:5, Folder No. 1.*

An article from Shell World which looks at ways to save energy by "using less energy through improved efficiency, even from existing technology" instead of by "belt-tightening or austerity or saying 'No' to what we normally do", arguing that "The potential for conserving energy in this way is highly significant" and painting "the background picture from a new Shell report which shows what possibilities make economic sense."

- [670] *Pocock, Michael, "We Do Not Have Much Time Left", Shell World (London, UK, July/August, 1979). pg. 23. Photocopy. Box No. 3:5, Folder No. 1.*

The transcript of a speech by Michael Pocock which argues that “The uncertainty of the oil future means that every country must treat the energy crunch as its central economic priority and as a problem that just will not go away”.

- [671] *No author, “How the News Magazines See Shell”, Shell World (London, UK, n.d.). p. 11. Photocopy. Box No. 3:5, Folder No. 1.* An article in Shell World which looks at the conclusions of “three studies by prominent international magazines [Management Today, Forbes and Time]” which “The Royal Dutch/Shell Group has been the subject of”, from which it is concluded that, although “The reports are not without some critical questions ... we’re in good shape.””.

- [672] *Kassler, Peter, letter to Collyns, Napier (January 6, 1994), no author, “Long & Medium Term Global Scenarios 1971-1992 : Questionnaire [sic]” (n.d.) and no author, “Long & Medium Term Global Scenarios 1971-1992 : Scenario Listing (Including Descriptive Notes)” (December, 1993). 20 pp. Photocopy. Box No. 3:5, Folder No. 2.*

Three documents. The first is a letter from Peter Kassler to Napier Collyns suggesting that “this is an appropriate moment to study the impact and value that scenario planning has had upon business and strategic decision-making within the [Shell] Group before the knowledge and experience of those who participated in its evolution is lost.” The second document is a questionnaire which has “been devised to gather information about your own [Napier’s] experiences and any observations ... made at the time or considered in retrospect”. The third document is a list “of the long and medium term scenarios [which Shell developed] with a few brief notes about each of them”.

- [673] *No author [Art Kleiner?], handwritten notes (n.d.). 8 pp. Box No. 3:5, Folder No. 2.*

Handwritten notes by an unknown author [Art Kleiner?] regarding Shell, Group Planning and scenarios.

- [674] *Hampden-Turner, C., Carstedt, G. and van der Heijden, K., “The 1992 International Strategic Management Conference : Corporate Culture for the Competitive Edge” (November 13, 1992). 17 pp. Box No. 3:5, Folder No. 2.*

Part of a presentation given by Charles Hampden-Turner, Goren Carstedt and Kees van der Heijden relating to corporate culture and values, with a particular focus on IKEA, and consultancy within corporations, particularly at Shell. The transcript of a question and answer session is also recorded.

- [675] *Schwartz, Peter, “The 1992 International Strategic Management Conference : Re-Perceiving the Future Through the Lens of the Past ([1992?]). 27 pp. Box No. 3:5, Folder No. 2.*

The transcript of a keynote address delivered by Peter Schwartz at the 1992 International Strategic Management Conference about scenario planning in a historical context, including its beginnings at Royal Dutch/Shell.

- [676] *Collyns, Napier and Galer, Graham, "The 1992 International Management Conference: (28) Developing Scenarios: Linking Strategy to an Uncertain Future" ([1992?]). 22 pp. Box No. 3:5, Folder No. 2.*
The transcript of a presentation given by Napier Collyns and Graham Galer. The section by Galer concerns the "current experience in using ... scenarios in helping ... management [at Shell] to think through strategy for their business", the relationship of the "planning cycle" to organizational learning, "scenario planning and corporate perception", "the links between scenarios and strategy" and "organizational conversation". The section by Collyns concerns, amongst other things, the connection between scenarios and art and Collyns' overall experience with Shell.
- [677] *Keatley, Robert, "OPEC, Once the World's Big Bad Wolf, Has Lost a Good Deal of Its Bite Lately", The Wall Street Journal (New York, NY, January 29, 1993). pp. A3-A4. Tear sheet. Box No. 3:5, Folder No. 2.*
An article in The Wall Street Journal about the underlying reasons and consequences of the "declining influence" of OPEC (Organization of Petroleum Exporting Countries), which concludes that although "OPEC remains important ... it no longer wields the great financial power that once made the world uneasy, and those days seem gone for good."
- [678] *No author [Kleiner, Art?], handwritten notes (n.d.). 3 pp. Box No. 3:5, Folder No. 2.*
Handwritten notes by an unknown author [Art Kleiner?] regarding Hans DuMoulin's views on why corporations should go green, broken down into four types of reasons - "laudatory", "irrelevant", "crisis-driven" and "sneaky and malevolent".
- [679] *Lynch, Michael C., "The Fog of Commerce: The Failure of Long-term Oil Market Forecasting" (Cambridge, MA: Center for International Studies, Massachusetts Institute of Technology, September, 1992). vii + 73 pp. Original publication. Box No. 3:5, Folder No. 2.*
A working paper from The Center for International Studies, Massachusetts Institute of Technology, which argues that the "expectations [in the oil industry for the past fifteen years ... that real oil prices would have to rise at several percent per year] have [been] repeatedly incorrect, as prices have fallen for a decade and supply expectations have consistently proven too pessimistic", that "not only should oil and gas market forecasts be reevaluated, but [so should] all policy-making which relies on oil price expectations as an important input" and that "the results suggest that 'scientific' consensus does not, necessarily, act as an indicator of accuracy, and that analysis generally should be closely scrutinized for signs of bias."
- [680] *Kahn, Herman, "Ten Alternative Global Projections For 1975-2000" (Hudson Institute, September, 1974). . 12 pp. Photocopy. Box No. 3:5, Folder No. 2.*

- A paper by Herman Kahn which looks at ten scenarios “of likely trends and events in the United States over the next decade or two.” These include six “Surprise-Free Projections”, and four “Unlikely Worlds”.
- [681] *van Dalen, Charmaine (ed.), Eskom Legend, No. 10 (October, 1996). 12 pp. Original publication.* Box No. 3:5, Folder No. 2.
The tenth issue of Eskom Legend, “A monthly letter for [Eskom’s – a South African electricity public utility] 17,739 Distribution Business employees”.
- [682] *No author, The Planners’ Newsletter, No. 8 (Group Planning, Royal Dutch/Shell, February, 1990). 27 pp. Photocopy.* Box No. 3:5, Folder No. 2.
A transcript of a newsletter of the “Group Planning” team at Royal Dutch/Shell. This issue includes a “distribution list” which “represents a network of people in the Group who are interested in planning activities”, a report on “the Herald Tribune/Oil Daily Oil and Money Conference”, a report on an “Oil Supply and Price Conference”, a report on “a seminar in London” about “The Competitive Advantage of Nations”, led by Michael Porter, news of upcoming conferences and workshops, a report on “a workshop on management of strategic alliances organized by ... [the] International Management Institute”, a report on a “PIMS [“a tool based on a data base of 3000 business from various sectors”] conference”, an article on “win-win negotiating solutions” in which “mutual gain strategy[ies]” in competition are examined, an article on “Global Businesses”, an article about Shell Canada’s experience undertaking “a major retrospective study of strategy reviews that it undertook during the early 1980’s”, an article about what will happen during the 1990’s, a summary of the 1990 World Economic Forum in Davos, and information about an upcoming “systems thinking workshop”.
- [683] *Kleiner, Art, “Chapter 2 : Mystics : Draft copy” In The Age of Heretics (August 12, 1994). 48 pp. Annotated throughout.* Box No. 3:5, Folder No. 2.
A draft of the chapter “Mystics” from The Age of Heretics by Art Kleiner, with handwritten notes and corrections by Pierre Wack throughout.
- [684] *Wade, D. E. M., letter to Kleiner, Art (June 6, 1994). 2 pp.* Box No. 3:5, Folder No. 2.
A letter from Doug Wade to Art Kleiner offering suggestions and corrections to a draft of a chapter [presumably “Mystics”] of Kleiner’s The Age of Heretics.
- [685] *de Geus, Arie P., “Planning as Learning”, Harvard Business Review (March-April, 1988).. pp. 70-74. Photocopy. Annotated throughout.* Box No. 3:5, Folder No. 2.
An article in Harvard Business Review by Arie de Geus about organizational learning, in particular at Shell, which explores the questions “How does a company learn and adapt?” and “What is planning’s role in corporate learning?”
- [686] *Davidson, James C., letter to Kleiner, Art (July 6, 1994). 3 pp.* Box No. 3:5, Folder No. 2.

A letter from Jimmy Davidson to Art Kleiner offering suggestions and corrections to a draft of a chapter [presumably “Mystics”] of Kleiner’s *The Age of Heretics*.

- [687] *Wagner, G. A., letter to Wack, Pierre (24th September, 1985). 2 pp. Photocopy.* Box No. 3:5, Folder No. 2.

A letter from Gerrit Wagner to Pierre Wack which responds to a paper by Wack on scenarios, and discusses the role of Wagner and Wack in the development of “Shell’s new approach to Planning”, including the use of scenarios.

- [688] *Collyns, Napier, “Some Random Reminiscences elicited by Ester Eidinow”, Netview, (Global Business Network, n.d.). pp. 7-16. Tear sheets.* Box No. 3:5, Folder No. 2.

An autobiography of Napier Collyns, appearing in *Netview*, a Global Business Network publication, in which Collyns discusses his childhood, his experience in the army, his education, his time working for Shell, including meeting and working with Ted Newland and Pierre Wack, and living and working in Nigeria during “a series of revolutions, and murders, and bloody coups ... [and] civil war” and his work with Wack on scenarios. Reference is also made to Global Business Network (GBN).

Box 4:1 - 4:5

- [689] *Hawken, Paul, "Briarpatch", New Age(n.d.). pp. 34-41. Photocopy.* Box No. 4:1, Folder No. 1.
An article in New Age about the Briarpatch Network, "a network of small businesses in Northern California that measures success in terms of human growth and shares its collective expertise for the good of the whole."
- [690] *Hawken, Paul, "Growing with Briarpatch", New Age (1978). pp. 36-41. Photocopy.* Box No. 4:1, Folder No. 1.
An article in New Age which is based on a talk between Paul Hawken and Dick Raymond, the founder of the Briarpatch Network, regarding Raymond's work with Briarpatch, "a network of small businesses in Northern California that measures success in terms of human growth and shares its collective expertise for the good of the whole."
- [691] *[Kay, J.?], ["... from the U.S. Labor Party"] New Solidarity (n.d.). 3 pp. Photocopy.* Box No. 4:1, Folder No. 1.
An article "From U.S. Labor Party's New Solidarity newsp." which discusses the Lindisfarne Association, which "describes itself as "a contemplative community of scholars devoted to the study and realization of a new planetary culture""", with references to Stewart Brand as a Fellow of Lindisfarne, the Club of Rome, Kurt Lewin, Gregory Bateson and Margaret Mead, and which questions the moral integrity of the Association, asking, for example, "whether it is also a drug and dirty money laundering front." There is considerable overlap between all three pages. Due to the quality of the photocopy, small sections are not legible. Bibliographic details are taken from handwritten notes on p. 1.
- [692] *Stein, Ruthe, "The Whole Earth Man Comes Full Circle", San Francisco Chronicle (San Francisco, CA, October 2, 1975). 2 pp. Photocopy.* Box No. 4:1, Folder No. 1.
An article in the San Francisco Chronicle which profiles Stewart Brand, founder of the Whole Earth Catalog, exploring his experience and activities with the counterculture, such as his work with the Point Foundation.
- [693] *Speed, Bob, "Brand: 'Enjoy an austere life'", Western Front (November 6, 1973). 1 pg. Photocopy.* Box No. 4:1, Folder No. 1.
An article in Western Front about a presentation given by Stewart Brand in which Brand argued that "It is time to learn to enjoy living an austere life", "utilizing much less energy and material luxuries".
- [694] *Greene, Wade, "The Selling of Soft Tech", Psychology Today (November, 1978). pp. 70, 73-74, 77-78 + 120. Photocopy.* Box No. 4:1, Folder No. 1.
An interview with Stewart Brand in Psychology Today in which Brand discusses the importance "of sophisticated alternatives to giant energy projects" by propagating the "soft" technology "movement", which holds "that large-scale technology can be destructive not only to the environment but also to the human psyche" and which sees its challenge as "reorienting human attitudes". This article includes a one page

supplement on p. 74 titled “Brand: A Man of Many Trips”, which serves as a brief biography of Brand.

- [695] *Caen, Herb, “No Brave New World”, San Francisco Chronicle (San Francisco, CA, January 14, 1979). 3 pp. Photocopy. Box No. 4:1, Folder No. 1.*

A column in the San Francisco Chronicle by Herb Caen which asks “Is there a counterculture left in [the US]” and argues that “once again The Establishment has triumphed, co-opting everything in sight”, with reference to and quotes from Stewart Brand.

- [696] *McNamara, Steve, “The Business Bias”, Pacific Sun (November 24-30, 1978). 10 pp. Photocopy. Box No. 4:1, Folder No. 1.*

An article in the Pacific Sun which is largely the transcript of a “conversation among three Marin publishers: Stewart Brand, founder in 1968 of The Whole Earth Catalog, and ... publisher of Co-Evolution Quarterly ... Mark Dowie, publisher of Mother Jones magazine... and Steve McNamara, publisher ... of Pacific Sun” which explores “three conflicting concepts: 1. Artistic or academic pursuits are more lofty than [sic] commercial ventures”, “2. Nevertheless, it would be nice to have your own business, or at least have control over your own working conditions” and “3. That’s impossible, however, because giant corporations grind up every small business in their path.”

- [697] *Kreith, Kurt, “The Limits to Growth Revisited”, Quantum (n.d.). 24 pp. A business card for Kurt Krieth is also attached. Box No. 4:1, Folder No. 1.*

An article by Kurt Krieth which is part of a special issue of Quantum which “describes The Limits to Growth[; an MIT report sponsored by the Club of Rome which argues “that population and industry cannot continue to grow at snowballing rates without catastrophe”] and examines its implications”. This article presents the framework of The Limits to Growth “for thinking about the earth’s ability to sustain both humankind and our industrial economy” and provides information to enable readers to “become familiar with ... software that can help us develop our own framework for thinking about what The Club of Rome’s founder [Aurelio Peccei] referred to as “the predicament of mankind.”””” Has a note on the front ‘Art - your comments would be most welcome! K’.

- [698] *Senge, Peter, memo to the Organizational Learning Centre staff (September 14, 1994) 1 pg. and no author, “Interview with Dr. David Bohm” ([July or August, 1980]). 22 pp. Annotated throughout. Box No. 4:1, Folder No. 1.*

A memo from Peter Senge to the staff of the Organizational Learning Centre at MIT regarding an interview between Joe Jaworski and David Bohm, and the transcript of that interview, in which Bohm discusses the holistic qualities of quantum theory, how it relates to human behaviour, and the importance of thinking in this holistic way.

- [699] *Senge, Peter, memo to the Organizational Learning Centre staff (September 14, 1994) 1 pg. and no author, “Interview with Dr.*

David Bohm" ([July or August, 1980]). 22 pp. respectively. Annotated throughout. Box No. 4:1, Folder No. 1.

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- [700] *[Ross, Rick?], letter to Senge, Peter and Charlie [?] (November 11, 1992). 6 pp. Box No. 4:1, Folder No. 1.*

A letter [from Rick Ross?] to Peter Senge and Charlie [?] addressing a number of points which are "pertinent to creating learning organizations", including the questions "What is Organizational Learning?"

- [701] *No author, "1992 ASTD General Session : Peter Senge" (Minneapolis, MN: Documint, Inc., 1992). 33 pp. Photocopy. Box No. 4:1, Folder No. 1.*

The transcript of a talk given by Peter Senge at "The 1992 ASTD [American Society for Training & Development] National Conference and Exposition", in which Senge discusses "the training profession, and more broadly, the role of human resources, in the type of evolution occurring in business", with reference to Peter Drucker, W. Edwards Deming, Theory X and Theory Y, Shell's use of organizational learning and scenarios planning, and Ford.

- [702] *No author, "Feedback from the Microcosm Groups on Learning in Organizations" (June 16, 1993). 6 pp. Box No. 4:1, Folder No. 1.* Feedback from [workshops?] "in which [the group] could experience and discuss learning organization issues", "divided into four rough categories: General Comments, Questions, Reactions to this Particular Exercise, and Do's and Don'ts".

- [703] *No author, "The Learning Organization Made Plain", Training and Development (October, 1991). pp. 37-44. Photocopy. Box No. 4:1, Folder No. 1.*

An interview with Peter Senge in Training & Development about Senge's book, The Fifth Discipline, why he wrote it, and "what it takes to become a learning organization".

- [704] *No author, "The Learning Organization Made Plain", Training and Development (October, 1991). pp. 37-44. Photocopy. Box No. 4:1, Folder No. 1.*

An interview with Peter Senge in Training & Development about Senge's book, The Fifth Discipline, why he wrote it, and "what it takes to become a learning organization".

- [705] *Nevis, Edwin C., DiBella, Anthony J. and Gould, Janet M., "Understanding Organizations as Learning Systems", Sloan Management Review, Vol. 36, No. 2 (Winter, 1995). pp. 73-85. Reprint. Box No. 4:1, Folder No. 2.*

An article from Sloan Management Review in which the authors "provide a framework for examining a company based on its "learning orientations," a set of critical dimensions to organizational learning, and "facilitating factors," the processes that affect how easy or hard it is for

- learning to occur”, using “examples from four firms they studied” and concluding “that all organizations have systems that support learning.”
- [706] *Various authors, Hanover News, Vol. 5, No. 1 (Spring, 1989). 20 pp. Original publication.* Box No. 4:1, Folder No. 2.
Volume 5, Number 1 of Hanover News, a newsletter “Published by Resource Development and Public Relations for employees and friends of: Hanover Insurance Companies”. This issue includes a foreword from Bill O’Brien, President of The Hanover Insurance Companies, about the challenges of the previous year and those of the year ahead, and “Rethinking the Healthcare System”, an article by Peter Senge and Diane Asay, “condensed from Healthcare Forum Journal”, in which the authors “apply the principles of systems thinking to the healthcare system” of the U.S.
- [707] *Senge, Peter and Asay, Diane, “Rethinking the Healthcare System”, Healthcare Forum Journal (May/June 1988). pp. 32-34 + 44-45. Annotated throughout.* Box No. 4:1, Folder No. 2.
An article by Peter Senge and Diane Asay, in which the authors apply the principles of systems thinking to the healthcare system of the U.S.
- [708] *Senge, Peter M., “Economic Cross Currents: The Leadership Challenge for the 1990’s” (1988). 30 pp. Annotated throughout.* Box No. 4:1, Folder No. 2.
A [draft of a?] presentation given by Peter Senge at the Worcester Economic Club, Worcester, Massachusetts, on February 2, 1988, on “The premise ... that ... we continually create complex systems like an economy which we do not understand, whose impacts are more far reaching than we recognize, and over which we have very little control”, and aiming to explain “the fundamental, underlying forces that make the present economic situation ... intrinsically confusing.” The document also includes a number of charts which reflect various economic statistics, such as forecast and actual inflation and GNP trends.
- [709] *Senge, Peter M., “Economic Cross Currents: The Leadership Challenge for the 1990’s” (1988). 30 pp. Annotated throughout.* Box No. 4:1, Folder No. 2.
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- [710] *No author [Senge, Peter?], “Preface” in Rewriting the Code : New Patterns of Thinking in Leadership and Management (n.d. [April*

24, 1989]). 6 pp. Photocopy. Annotated throughout. Box No. 4:1, Folder No. 2.

A draft of a preface from *Rewriting the Code* by an unknown author [Peter Senge?], which explains that the book is a look at the “mismatch” between our perception of the world as being “nonsystemic, comprised of linear, cause-effect relations” and the reality of the world which is “systemic, comprised of myriad interrelationships.” Handwritten annotations throughout make suggestions for improvement.

- [711] *Unknown author [Senge, Peter?], “1. The Learning Dilemma [sic]”, Technology Review(n.d.). 10 pp. Photocopy. Box No. 4:1, Folder No. 2.*

A draft of an article by an unknown author [Peter Senge?] about organizational learning and the difficulties which arise “when human beings must learn in the context of complex, dynamic systems”, using various MIT projects and experiments to illustrate this, with reference to scenario planning. Handwritten annotations throughout offer suggestions and corrections.

- [712] *Unknown author [Senge, Peter?], “1. The Learning Dilemma [sic]”, Technology Review(n.d.). 10 pp. Photocopy. Box No. 4:1, Folder No. 2.*

A draft of an article by an unknown author [Peter Senge?] about organizational learning and the difficulties which arise “when human beings must learn in the context of complex, dynamic systems”, using various MIT projects and experiments to illustrate this, with typewritten annotations offering suggestions throughout.

- [713] *Mendes, Helene, letter to Senge, Peter (July 10, 1989) and Mendes, Helene, “untitled article” (n.d.). 7 pp. Photocopy. Box No. 4:1, Folder No. 2.*

A letter to Peter Senge from Helene Mendes, Public Relations Executive at Barlow Rand Limited, asking for “comments/corrections” on Mendes’ “precis of [Senge’s] presentations at the Innovation conferences”, and the attached “precis”, a five page summary of Senge’s presentations, which focused on bringing the “state of corporate mind” around towards systems thinking, e.g. via organisational learning.

- [714] *Senge, Peter, “The New Management: Moving from Invention to Innovation”, New Management (1986). pp. 7-13. Box No. 4:1, Folder No. 2.*

An article by Peter Senge in *New Management* which looks at “the process of introducing innovative managerial practices and philosophies”, and the current position of corporations in the context of this process.

- [715] *Graham, Alan K., Senge, Peter M., Sterman, John D. and Morecroft, John D. W., “Computer-Based Case Studies in Management Education and Research” (n.d.). 8 pp. Box No. 4:1, Folder No. 2.*
A paper by various authors, including Peter Senge, which, in the context of “growing interest in combining system dynamics models with conventional case studies [models-with-cases] in order to create learning environments for management education”, “examines how models-with-cases fit in the established areas of strategic management and business

policy”, asks “Which issues, in the broad range covered by strategic management, do models-with-cases address?”, provides “two current examples of computer-based case studies” and “explores research questions that arise in conjunction with such work: 1) how to teach effective inquiry skills, 2) how to teach conceptualization skills, 3) how to enhance the ability to apply learned theories to new situations, and 4) adapting measurement methods to evaluating effectiveness of computer-based cases in teaching these mental skills.”

- [716] *Graham, Alan K., Senge, Peter M., Sterman, John D. and Morecroft, John D. W., “Computer-Based Case Studies in Management Education and Research” (n.d.). 8 pp. Box No. 4:1, Folder No. 2.*
A paper by various authors, including Peter Senge, which, in the context of “growing interest in combining system dynamics models with conventional case studies [models-with-cases] in order to create learning environments for management education”, “examines how models-with-cases fit in the established areas of strategic management and business policy”, asks “Which issues, in the broad range covered by strategic management, do models-with-cases address?”, provides “two current examples of computer-based case studies” and “explores research questions that arise in conjunction with such work: 1) how to teach effective inquiry skills, 2) how to teach conceptualization skills, 3) how to enhance the ability to apply learned theories to new situations, and 4) adapting measurement methods to evaluating effectiveness of computer-based cases in teaching these mental skills.”

- [717] *Senge, Peter M., “Transforming the Practice of Management” (1991). 25 pp. Box No. 4:1, Folder No. 2.*
A talk by Peter Senge, presented at the Systems Thinking in Action Conference, November 14, 1991, which looks at the way that “management philosophy and practice” is changing, including sections on “The Emergence of a New Management Paradigm”, “The Knowledge-Creating Company” and the shift from “resource-based” to “knowledge-based” organisations, “Building a Foundation for the New Organization” and “Collaboration in Advancing The State of the Art - the MIT Center for Organizational Learning”. A handwritten note reads “Draft”.

- [718] *Senge, Peter M., “Transforming the Practice of Management” (1991). 25 pp. Box No. 4:1, Folder No. 2.*
A talk by Peter Senge, presented at the Systems Thinking in Action Conference, November 14, 1991, which looks at the way that “management philosophy and practice” is changing, including sections on “The Emergence of a New Management Paradigm”, “The Knowledge-Creating Company” and the shift from “resource-based” to “knowledge-based” organisations, “Building a Foundation for the New Organization” and “Collaboration in Advancing The State of the Art - the MIT Center for Organizational Learning”. A handwritten note reads “Draft”.

- [719] *No author, “Peter Senge Video” (n.d.). 17 pp. Box No. 4:1, Folder No. 2.*
A transcript of an interview with Peter Senge, which addresses questions surrounding organizational learning and learning organizations, a course [presumably run by Senge] on this subject, and the “Five Disciplines”

discussed in Senge's book *The Fifth Discipline*, which also feature in the course.

- [720] *Kiefer, Charles F. and Stroh, Peter, "A New Paradigm for Developing Organizations" in Transforming Work : A collection of Organizational Transformation Readings (Framingham, MA: Innovation Associates, Inc., [1984?]). 15 pp. Photocopy. Box No. 4:1, Folder No. 2.*

A chapter in Kiefer, Charles and Stroh, Peter, *Transforming Work : A collection of Organizational Transformation Readings*, (Framingham, MA: Innovation Associates, Inc., [1984?]) in which the authors "discuss their work ... with innovative managers who are committed to the highest in both organizational performance and human satisfaction" and "suggest a new paradigm for developing organizations" in order "to achieve the highest in both organizational performance and human satisfaction."

- [721] *No author [Kief, Charles F. and Stroh, Peter?], "Leadership in Metanoic Organizations" in Transforming Work : A collection of Organizational Transformation Readings (Framingham, MA: Innovation Associates, Inc., [1984?]). 14 pp. Photocopy. Box No. 4:1, Folder No. 2.*

A chapter in Kiefer, Charles and Stroh, Peter, *Transforming Work : A collection of Organizational Transformation Readings*, (Framingham, MA: Innovation Associates, Inc., [1984?]) which explores leadership in metanoic organisations (organisations which have "undergone a fundamental shift of orientation from the individual and collective belief that people must cope with life ... to the conviction that they are individually and collectively empowered to create their future and shape their destiny") and how leaders of such organizations should act.

- [722] *Kiefer, Charles F. and Senge, Peter M., "Metanoic Organizations: Experiments in Organizational Innovation" in Kiefer, Charles and Stroh, Peter, Transforming Work : A collection of Organizational Transformation Readings, (Framingham, MA: Innovation Associates, Inc., [1984?]). Corner stapled. 15 pp. Photocopy. Box No. 4:1, Folder No. 2.*

A chapter in Kiefer, Charles and Stroh, Peter, *Transforming Work : A collection of Organizational Transformation Readings*, (Framingham, MA: Innovation Associates, Inc., [1984?]) which explores "The Metanoic Organization", "organizations [which] operate with the conviction that they can create their future and shape their destiny ... [which] operates with a fundamentally different idea of itself and ... its relation to the environment ... [and] exists to realize a unique contribution to a better world." The chapter outlines "The Elements of the Metanoic Framework", including how this relates to "Systems Thinking and Organizational Design", and explores "The Metanoic Viewpoint", the idea that "Perhaps the most distinctive characteristic of metanoic organizations is the conviction that people can create the world they want."

- [723] *Kiefer, Charles F. and Senge, Peter M., "Metanoic Organizations" in Kiefer, Charles and Stroh, Peter, Transforming Work*

: *A collection of Organizational Transformation Readings, (Framingham, MA: Innovation Associates, Inc., [1984?]) . 17 pp. Photocopy.* Box No. 4:2, Folder No. 1.

A chapter in Kiefer, Charles and Stroh, Peter, *Transforming Work : A collection of Organizational Transformation Readings, (Framingham, MA: Innovation Associates, Inc., [1984?])* “based on ”Metanoic Organizations in the Transition to a Sustainable Society,“ published in *Technological Forecasting and Social Change*, vol. 22, no. 2, October 1982” “, which argues that ”Society faces a host of fundamental problems that are unlikely to be remedied, given present ways of thinking and acting ... [ranging] from urban decay and economic vulnerability to third-world poverty and the arms race ... [which] reflects the mismatch between the nature of complex social systems and our everyday methods of defining and attempting to solve problems generated by those systems“, and that ”a small number of business are now providing“ ”local environments where experiments with new, more effective ways of designing social systems can be conducted“, with ”the consequence [being] a fundamental shift of mind, in which individuals come to see themselves as capable of creating the world they truly want rather than merely reacting to circumstances beyond their control.””.

- [724] *Senge, Peter M., “Chapter 10: Systems Principles for Leadership” in Kiefer, Charles and Stroh, Peter, Transforming Work : A collection of Organizational Transformation Readings, (Framingham, MA: Innovation Associates, Inc., [1984?]) . pp. 133-157.* Box No. 4:2, Folder No. 1.

A chapter by Peter Senge, A chapter in Kiefer, Charles and Stroh, Peter, *Transforming Work : A collection of Organizational Transformation Readings, (Framingham, MA: Innovation Associates, Inc., [1984?])* which “explores the fundamentals of system dynamics through developing a practical approach to systemic thinking” and is divided into the following sections: “An Illustration Involving Market Growth and Capacity Expansion”, “Nature of Causality”, “Policy Resistance”, “High-Versus Low-Leverage Policy Changes” and “Implementing the Systemic Perspective”.

- [725] *Senge, Peter M., “Chapter 10: Systems Principles for Leadership” in Kiefer, Charles and Stroh, Peter, Transforming Work : A collection of Organizational Transformation Readings, (Framingham, MA: Innovation Associates, Inc., [1984?]) . pp. 133-157. Photocopy.* Box No. 4:2, Folder No. 1.

A chapter by Peter Senge, A chapter in Kiefer, Charles and Stroh, Peter, *Transforming Work : A collection of Organizational Transformation Readings, (Framingham, MA: Innovation Associates, Inc., [1984?])* which “explores the fundamentals of system dynamics through developing a practical approach to systemic thinking” and is divided into the following sections: “An Illustration Involving Market Growth and Capacity Expansion”, “Nature of Causality”, “Policy Resistance”, “High-Versus Low-Leverage Policy Changes” and “Implementing the Systemic Perspective”.

- [726] *Graham, Alan K. and Senge, Peter M., “Computer-based Case*

Study and Learning Laboratory Projects" (October 21, 1988). 4 pp. Annotated throughout. Box No. 4:2, Folder No. 1.

A paper by Alan Graham and Peter Senge which looks at the current state of "computer-based case studies and learning laboratories [which are used] to enhance systems thinking skills of managers and management students", including past, current and future developments, and exploring "Management education and systems thinking", "Computer-based case studies and related learning tools", "Learning Laboratories", and a list of "Primary research questions" for "the coming year", including "What are the design features of an effective learning laboratory?", "What enhances the ability to transfer insights gained from a particular learning process a) to other similar cases and b) to actions on the job", "Are learning laboratories an effective approach to large scale organization change?", "What is the impact of team organization and coordination on learning and performance?", "What are useful ways to assess the effectiveness of learning laboratories and their associated learning tools?", "Are inquiry skills synergistic with systems thinking?" and "What are typical judgement errors in complex feedback systems?"

- [727] *Draper, Frank, letter to Forrester, Jay (Tucson, AZ: May 2, 1989). 3 pp. Box No. 4:2, Folder No. 1.*

A letter to Jay W. Forrester from Frank Draper, giving "a brief description of [Draper's] historical and present day use of STELLA ["]a system dynamics application for the Macintosh computer["] and system dynamics", including Draper's successful use of STELLA in a classroom with students aged 12-14.

- [728] *Stata, Ray, "Organizational Learning - The Key to Management Innovation", Sloan Management Review, Vol. 30, No. 3 (Spring, 1989). pp. 63-74. Reprint. Annotated throughout. Box No. 4:2, Folder No. 1.*

An article by "Ray Stata, Chairman of Analog Devices" which argues that "U.S. industry's most serious competitive problem lies in a declining rate of innovation - and that this decline can be traced more to a lack of management innovation than to weak product or technology innovation", and describes how Stata "has been applying ideas and systems thinking to improve the performance and competitiveness of his company", "blend[ing, in his description,] theoretical thinking with real-time problem solving."

- [729] *Gaffney, Rachel, "Systems Thinking in Business: An Interview with Peter Senge", ReVISION : The Journal of Consciousness and Change, Vol. 7, No. 2, (Cambridge, MA, Winter/Spring, 1984/1985). pp. 56-63. Photocopy. Annotated throughout. Box No. 4:2, Folder No. 1.*

An interview with Peter Senge in ReVision : The Journal of Consciousness and Change, which explores, among other things, the definition of system dynamics, coping with the complexity of systems, and the "model of reality" which system dynamics presupposes.

- [730] *Gaffney, Rachel, "Systems Thinking in Business: An Interview with Peter Senge", ReVISION : The Journal of Consciousness and Change, Vol. 7, No. 2, (Cambridge, MA, Winter/Spring, 1984/1985).*

pp. 56-63. Photocopy. Annotated throughout. Box No. 4:2, Folder No. 1.

An interview with Peter Senge in ReVision : The Journal of Consciousness and Change, which explores, among other things, the definition of system dynamics, coping with the complexity of systems, and the “model of reality” which system dynamics presupposes.

- [731] *Gaffney, Rachel, “Systems Thinking in Business: An Interview with Peter Senge”, ReVISION : The Journal of Consciousness and Change, Vol. 7, No. 2, (Cambridge, MA, Winter/Spring, 1984/1985). pp. 56-63. Photocopy. Annotated throughout. Box No. 4:2, Folder No. 1.*

An interview with Peter Senge in ReVision : The Journal of Consciousness and Change, which explores, among other things, the definition of system dynamics, coping with the complexity of systems, and the “model of reality” which system dynamics presupposes.

- [732] *Michael, Donald N., Larson, Meredith A., Van der Horst, Brian, and Wilson, Ian, The New Competence: The Organization as a Learning System : Technique Report : Values and Lifestyles Program (Menlo Park, CA: SRI International, December, 1990). iv + 37 pp. Photocopy. Box No. 4:2, Folder No. 1.*

A report for the Values and Lifestyles Program (VALS) at SRI International, which “describes critical new skills - the new competence” and their importance in “transforming the conventional corporate organization into the learning system it must become if it is to survive and prosper under persisting conditions of great uncertainty”. Section I proposes “the new competence ... as the necessary context for using the new methods of strategic planning and management”, whilst “Section II briefly describes examples of such moves in the direction of the new competence”. Section III describes “information requirements” that must be met for “the corporation to become a learning system”, “Section IV details the component skills of the new competence, the primary abilities needed to begin reframing the organization as a learning system”, and “Section V addresses how and where to start [initiating the new competence in a corporation] by assessing the actual need for this kind of change and the organization’s readiness to do so.”

- [733] *No author, “An Insurance Company Claim Department’s Obstacles to Strategies and Goals”, “An Insurance Company Claim Department’s Goals and Objectives” and “An Insurance Company Claim Department’s Strategies to Achieve Objectives” (n.d.). 3 pp. Annotated throughout. Box No. 4:2, Folder No. 1.*

Three documents, each with a separate list of, respectively, an Insurance Company Claim Department’s “Obstacles to Strategies and Goals” (e.g. “Unclear vision of the goals”, “Different perceptions of current reality”, “Insufficient management pressure”), “Goals and Objectives” (e.g. “Provide customer service”, “Develop people”, “Communicate [sic] results”) and “Strategies to Achieve Objectives” (e.g. “Set expectations and standards”, “Create a hiring policy related to staff needs”, “Plan for the future”).

- [734] *No author, "Developing a Conceptual Model" (n.d.). 1 pg. Annotated throughout.* Box No. 4:2, Folder No. 1.
A page on "Developing a Conceptual Model" which describe what a model is, establishes "four basic steps to use in developing a conceptual model" and offers some reasons for "Establishing a map or a model".
- [735] *No author, "Systems Thinking and Organizational Learning Program Planning Meeting : August 25 Through 27 1989 : Vail Colorado : Attendance List" (n.d. [1989]). 1 pg. Annotated throughout.* Box No. 4:2, Folder No. 1.
The attendance list for a planning meeting on MIT's "Systems Thinking and Organizational Learning Program", with guests including Graham Galer, Bill Isaacs and Bill O'Brien.
- [736] *No author, "Claim Learning Laboratory Attendees and Their Comments" (n.d.). 2 pp.* Box No. 4:2, Folder No. 1.
A document with basic statistics about attendee demographics at the "Claim Learning Laboratory" and comments about the program [which involved workshops and lectures in systems thinking?]
- [737] *No author, "Claim Learning Laboratory Participants' Shared Learnings" (n.d.). 2 pp.* Box No. 4:2, Folder No. 1.
A document with a series of brief statements of lessons learned by the participants in the "Claim Learning Laboratory" [which involved workshops and lectures in systems thinking?], e.g. "For every action there is a reaction", "Test all assumptions", "Our perceptions are not always valid."
- [738] *No author, "Claim Learning Laboratory" (n.d. [1989]). 4 pp.* Box No. 4:2, Folder No. 1.
A survey completed by a participant [Roger] of the "Claim Learning Laboratory" [which involved workshops and lectures in systems thinking?], including questions such as "On a scale of 1-10 ... did the course explain the following concepts? [followed by concepts such as "All Claims are not Equal" and "Claims People can look Good without being Good"]", "Did this course meet your expectations?" and "Please comment on the sequence and pace of the material."
- [739] *No author, "Claim Learning Laboratory" (n.d. [1989]). Corner stapled. 4 pp.* Box No. 4:2, Folder No. 1.
A survey completed by a participant [Karen] of the "Claim Learning Laboratory" [which involved workshops and lectures in systems thinking?], including questions such as "On a scale of 1-10 ... did the course explain the following concepts? [followed by concepts such as "All Claims are not Equal" and "Claims People can look Good without being Good"]", "Did this course meet your expectations?" and "Please comment on the sequence and pace of the material."
- [740] *No author, "Claim Learning Laboratory : August 25, 1989" (August 25, 1989). 1 pg.* Box No. 4:2, Folder No. 1.
An incomplete sheet from the "Claim Learning Laboratory" [which involved workshops and lectures in systems thinking?] which asks for various information to be filled in, e.g. "Scenario", "Team Name and Number", "Projected Outcome".

- [741] *No author, handwritten balance sheet (n.d.). 1 pg.* Box No. 4:2, Folder No. 1.
A balance sheet [or something similar] on “The Lodge at Vail” headed paper.
- [742] *No author, “Claim Game - Reports” (n.d.). 8 pp. Annotated throughout.* Box No. 4:2, Folder No. 1.
A series of documents relating to reports on the “Claim Game” [a game played by participants in the “Claim Learning Laboratory” which involved workshops and lectures in systems thinking?] including feedback on “Production Decisions”, “Claims”, “Adjusters” and “Time effectiveness”.
- [743] *No author, handwritten notes. (n.d.). Notebook 35 pp.* Box No. 4:2, Folder No. 1.
Extensive handwritten notes on the “Claims Learning Laboratory” [which involved workshops and lectures in systems thinking?].
- [744] *Boucher, Norman, “Transforming Corporation”, New Age Journal, (February, 1985). pp. 36-45. Photocopy.* Box No. 4:2, Folder No. 1.
An article in New Age Journal which looks at the evolution of the field of organization development (OD) and the role of consultants in organization transformation (OT), including the role of Frank Burns in his work in bringing OD to the US Army as the director of Delta Force, “a most unusual Army project” whose “mission statement ... said ... ‘Understanding that the Army works through people, how can it close the gap between current levels of individualism and organizational performance and potential levels of performance?’”, and the roles of Peter Senge and John Adams as business consultants in bringing OD to large corporations, with reference to the National Training Laboratory Institute for Applied Behavioral Sciences.
- [745] *No author, Business as Nourishment for Life : An invitation to dialogue on the creative role of business in a transforming world (Sausalito, CA: The Närings Liv Project, Institute of Noetic Sciences, n.d.). 16 pp. Original publication.* Box No. 4:2, Folder No. 1.
A booklet published by The Närings Liv Project of the Institute of Noetic Sciences, which describes the project as being “devoted to dialogue and collaborative inquiry on the creative role of business in a transforming world, with a focus on the core image of business as nourishment for life” and “presents an overview of some of the ideas that led to its development. It also outlines illustrative questions for dialogue on “business as nourishment for life” and lists simple guidelines for the conduct of dialogue.”
- [746] *Senge, Peter, “Catalyzing Systems Thinking within Organizations” in Masarik, F. (ed.), Advances in Organization Development(n.d. [1987]). pp. 197-246. Photocopy.* Box No. 4:2, Folder No. 1.
A chapter by Peter Senge in, F. Masarik (ed.) *Advances in Organization Development*, (n.d. 1987), which describes various research and “experiments” undertaken by Senge and others “that focused on designing

learning processes to enhance quality of thinking in management teams ... especially ... learning processes that improve the operating policies and strategies in running a business”, with a focus on “mental models”. Subsections of this chapter include “Creating Systems Thinking Learning Processes”, “A Case Study: Claims Management at Hanover Insurance”, “Challenges in Developing Systems Thinking” and “Building More Effective Organizations”.

- [747] *Senge, Peter, “Catalyzing Systems Thinking within Organizations” in Masarik, F. (ed.), Advances in Organization Development (n.d. [1987]). pp. 1- 50. Box No. 4:2, Folder No. 1.*

A paper by Peter Senge due to be published as a chapter in, F. Masarik (ed.) *Advances in Organization Development*, (n.d., 1987) which describes various research and “experiments” undertaken by Senge and others “that focused on designing learning processes to enhance quality of thinking in management teams ... especially ... learning processes that improve the operating policies and strategies in running a business”, with a focus on “mental models”. Subsections of this chapter include “Creating Systems Thinking Learning Processes”, “A Case Study: Claims Management at Hanover Insurance”, “Challenges in Developing Systems Thinking” and “Building More Effective Organizations”.

- [748] *No author, “Other Voices” (Framingham, MA: Innovation Associates, n.d.). 6 pp. Box No. 4:2, Folder No. 2.*

A series of quotations from various authors, including Marcel Proust, George Bernard Shaw, and Leo Tolstoy [which reflect lessons of systems thinking?].

- [749] *No author, Advanced Maturity (Worcester, MA: The Hanover Insurance Companies, 1985). 16 pp. Original publication. Box No. 4:2, Folder No. 2.*

A booklet which provides “the substance of a talk which Hanover President William J. O’Brien gave to Hanover people during his 1984 series of visits to branches and affiliate companies [of The Hanover Insurance Companies]”. The text explains that “One of [the] highest priorities at The Hanover is the total development of [the companies]’ people” in order to, amongst other things, encourage and perpetuate “advanced maturity”, and outlines some of the characteristics of “highly mature people”: “Strong Beliefs and Values”, “Commitment”, “Openness”, “Free Will”, “Delayed Gratification”, “An Accurate View of Reality” and “Moral Courage”.

- [750] *Hampden-Turner, Charles, The Quest for the Great White Whale or How Attempts to Tame a Living System can get You Deeper and Deeper into Trouble : A Report to the Hanover Insurance Company on the New Jersey Automobile Full Insurance Underwriting Association (Piscataway, NJ: The Hanover Insurance Company, 1989). iii + 30 pp. and Hampden-Turner, Charles, The Quest for the Great White Whale or How Attempts to Tame a Living System can get You Deeper and Deeper into Trouble : A Report to the Hanover Insurance Company on the New Jersey Automobile Full Insurance Underwriting Association : Executive Summary (Pis-*

cataway, NJ: The Hanover Insurance Company, 1989). 3 pp. Box No. 4:2, Folder No. 2.

A report and additional executive summary “to the Hanover Insurance Company on the New Jersey Automobile Full Insurance Underwriting Association” by Charles Hampden-Turner, in which the author, using Captain Ahab’s obsessive “crazed quest” to hunt and kill Moby Dick in Herman Melville’s novel as an analogy, “turn[s] his expertise in analyzing complex systems to a study of N.J. [New Jersey] auto insurance and the JUA [Joint Underwriting Association]” with his recommendations, and which serves as an “objective explanation . . . of the JUA as a system - and of the pressures of the often opposing forces in that system.” The report is largely broken up into six “Dilemmas”: “Rising accidents vs. stagnant skills and predatory driving habits”, “Logic of the market vs. considerations of equity”, “Profits made by JUA carriers vs. votes gained by politicians”, “The assertion of individual rights vs. the maintaining of collective provision”, “The tort liability system vs. the no-fault system” and “The insurer as weakened and vilified paymaster vs. escalating levels of fraud”.

- [751] *Sterman, John, “People Express Flight Simulator : Briefing Book” (Cambridge, MA: School of Management, Massachusetts Institute of Technology, 1988). 18 pp. Photocopy. Box No. 4:2, Folder No. 2.*

A document designed to brief a user of People Express Flight Simulator, a “management flight simulator” package which “represents People Express Airlines”, to be used in a workshop, in which the user “will take command of the firm and pilot it from startup to success” in order to “give [the user] insight into the issues raised by the particular case; to illustrate the difficulties of coordinating operations and strategy in a growth market; and to understand the dynamic interconnections among a firm, its market, and its competitors”, allowing the user to “systematically explore the consequences of various strategies without risking the fortunes of the real enterprise.” The document provides an overview of the simulator and provides further information on different aspects of the management of the system.

- [752] *Sterman, John, “People Express Flight Simulator : Simulator Guide” (Cambridge, MA: School of Management, Massachusetts Institute of Technology, 1988). 12 pp. Photocopy. Box No. 4:2, Folder No. 2.*

A guide to users of People Express Flight Simulator, a “management flight simulator” package which “represents People Express Airlines”, to be used in a workshop, in which the user “will take command of the firm and pilot it from startup to success” in order to “give [the user] insight into the issues raised by the particular case; to illustrate the difficulties of coordinating operations and strategy in a growth market; and to understand the dynamic interconnections among a firm, its market, and its competitors”, allowing the user to “systematically explore the consequences of various strategies without risking the fortunes of the real enterprise.”

- [753] *Gaffney, Rachel, “Editorial”, ReVISION : The Journal of Con-*

sciousness and Change, Vol. 7, No. 2 (Cambridge, MA, Winter/Spring, 1984/1985). p. 3. Photocopy. Box No. 4:2, Folder No. 2.

An editorial in *ReVision : The Journal of Consciousness and Change* by Rachel Gaffney, which invites the reader to wonder “Fact or fiction: A highly successful CEO resigns his job at a major airline to start his own airline . . . To develop a better way for people to work together[,] ... [and] foster high commitment and participation of employees, maximum flexibility and massive productivity”, and reveals that “The story is fact, not fiction” and relates to Donald Burr, CEO of People Express Airlines, “exemplify[ying] the best of what is happening in business today, and the economic power of policies that put human values first.”

- [754] *De Long, David, “Don Burr” (Boston, MA: Harvard Business School, 1989). 27 pp. Photocopy. Box No. 4:2, Folder No. 2.*

A “case” prepared by David De Long for a class discussion, about the life and career of David Burr, including his education at Harvard Business School, his rise from his position as an analyst at National Aviation to becoming the president of the company, his work at Texas International, and his departure from this company and subsequent build up of his own airline startup, People Express, with the aim for it to be “an enunciation of [Burr’s] humanistic goals and ... hopes for the world ... to try and develop a better way for people to work together”, and his subsequent career.

- [755] *De Long, David, “Don Burr” (Boston, MA: Harvard Business School, 1989). 27 pp. Photocopy. Box No. 4:2, Folder No. 2.*

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- [756] *Vogel, Todd, “How Icahn is Planning to Deplane”, Business Week (May 27, 1991). pp. 37-38. Tear sheet. Box No. 4:2, Folder No. 2.*

An article in *Business Week* about the equity of Carl Icahn, and his plan to “buy out his TWA [Trans World Airlines Inc.] bondholders at much less than the face value of their \$1.2 billion in securities”, to “Erase TWA’s debt and win union concessions”, and to sell his TWA assets.

- [757] *Gibney, Alex, “Paradise Tossed : How a Chance to Save American Capitalism was Sabotaged at Eastern”, The Washington Monthly (Washington, DC, June, 1986). 9 pp. Photocopy. Box No. 4:2, Folder No. 2.*

An article in *The Washington Monthly* about how Eastern Airlines declined from an affluent position, which “some saw . . . as the solution to America’s crisis of productivity, a model for a new cooperative American capitalism: managers and workers laboring side by side, sharing sacri-

fices, profits and power, making the company vigorously competitive”, into financial distress.

- [758] *Moyer, Bill, “The Movement Action Plan : A Strategic Framework Describing the Eight Stages of Successful Social Movements”, Movement for a New Society (Spring, 1987). 16 pp. Original publication. Box No. 4:2, Folder No. 2.*

A newsletter by Bill Moyer which looks at the need for social movements and for a strategic framework for implementing such movements, leading on to a description of MAP (the Movement Action Plan) as “an analytic tool that helps activists understand and organize social movements”, discussion of “The Movement’s Strategy”, and an outlining of the eight stages referred to in the title: “Normal Times”, “Prove the Failure of Institutions”, “Ripening Conditions”, “Social Movement Take-Off”, “Identity Crisis of Powerlessness”, “Majority Public Support”, “Success” and “Continuing the Struggle”. “The American Anti-Nuclear Energy Movement” is used as a case study for demonstrating each stage.

- [759] *Moyer, Bill, “The Practical Strategist : Movement Action Plan (MAP) strategic theories for Evaluating, Planning, and Conducting Social Movements”, Social Movement Empowerment Project (July, 1990). 20 pp. Original publication. Box No. 4:2, Folder No. 2.*

A newsletter by Bill Moyer which looks at “strategic theories for Evaluating, Planning, and Conducting Social Movements”. Sections include: “Adopting a Realistic Attitude Toward Success”, “Strategic Assumptions of MAP [Movement Action Plan]”, “Four Roles of Activism”, “The Process of Movement Success”, “Grand Strategy: Participatory Democracy”, “Eight Stages of Successful Social Movements”, “Social Movement Vs Powerholders”, “Win the Public in Three Ways”, and “The Social Movement Empowerment Project”.

- [760] *No author, “Moss Kanter, corporate sociologist”, The Economist, (London, UK, October 15, 1994). pp. 89-90. Tear sheet. Box No. 4:2, Folder No. 2.*

An article in The Economist about Rosabeth Moss Kanter, a professor of business at Harvard Business School, looking at the way she became a “management guru”, her political commitments, her publications, and the way in which her “social theory[ies] and progressive politics” is reminiscent of such theories from the 1960s, e.g. Douglas McGregor’s “Theory x (workers need to be told what to do) and Theory y (workers naturally do the right thing).”

- [761] *No author, “Rosabeth Moss Kanter” (n.d.). 13 pp. Box No. 4:2, Folder No. 2.*

A collection of handwritten notes relating to Rosabeth Moss Kanter, a professor of business at Harvard Business School.

- [762] *Kanter, Rosabeth Moss, The Strategic and Organizational Impact of Information Technology (Institute for Information Studies, 1986). 8 pp. Original Document. Box No. 4:2, Folder No. 2.*

“A background paper prepared for the Institute for Information Studies” by Rosabeth Moss Kanter which explores “The Impact of the Information Age on Doing Business”, with sections on “How the information age changes the competitive context: Impact on industry structure”, “How the information age changes the management task: Impacts on organizing and managing”, “and ”The next frontier“, in which the author argues that ”It is in communication that the strategic opportunities lie, it is communication that is remaking industry structure, and it is communication that is reshaping organizational relationships.””.

- [763] *McDonald, Pam, letter to Senge, Peter (June 13, 1993) 1 pg. and McDonald, Pam, “Conversation with Peter Senge : Foundation for Global Community : Gulf of Maine : Grotonwood, Massachusetts : January 17, 1993” (n.d. [June, 1993?]). 16 pp. Photocopy. Box No. 4:2, Folder No. 2.*

A letter from Pam McDonald of Foundation for Global Community, regarding a conversation between Peter Senge and the Foundation, explaining that McDonald has typed up the transcript and begun to share it with others, followed by a copy of the transcript, in which Senge discusses, among other things, population growth, Senge’s time at MIT, dialogue [in an organizational learning context], and the ideas expressed in Senge’s book, *The Fifth Discipline*.

- [764] *Brown, Juanita, Change, Challenge, and Community: Walking the Lifework Path (1993). 37 pp. Box No. 4:2, Folder No. 2.*

An autobiographical long essay by Juanita Brown, divided into the following sections: “The Journey Begins: Becoming a Child of the Sixties”, “The Farm Worker Years: Community Organizing and the Struggle for Justice”, “Discovering NTL [National Training Laboratories]: Mentors and Models and Methods”, “Becoming a Consultant: The Organizer/Facilitator Dilemma”, “Dialogue with Death: The Power of Vision and the Web of Life”, “Palo Alto: Working with Whole Systems, One Sub-System at a Time”, “The Gestalt Period: Weaving the Cloth of Whole Systems”, “The San Francisco Foundation: Systems Thinking in Action”, “Procter & Gamble: Integrating Business and Organizational Strategy”, “Kraft and Beyond: The Architecture of Large System Change”, and “The Journey Continues: Becoming a Weaver and a Mid-Wife”, with reference to Cesar Chavez, Saul Alinsky, National Training Laboratories (NTL) and T-groups, Organization Development (OD), Kurt Lewin, Eric Trist, Fred Emery, Richard Beckhard, Ron Lippitt, Oliver Markley, Peter Senge, Tom Peters, James O’Toole, Willis Harman, Stanford Research Institute (SRI), South Africa, Margaret Mead, Chris Argyris, Donald Schön, Warren Bennis and Edgar Schein.

- [765] *No author, “Unraveling the Stop-n-Go Puzzle”, Los Angeles Times (Los Angeles, CA, July 9, 1994). pp. B7-B8. Tear sheet. Box No. 4:2, Folder No. 2.*

A brief editorial in the Los Angeles Times about the cause of “the maddening mystery of why fast-moving freeway traffic sometimes comes to a teeth-gnashing halt for no apparent reason, then later speeds up, again for no apparent reason.”

- [766] *Havener, Cliff, letter to Kleiner, Art (November 14, 1994). 1 pg.* Box No. 4:2, Folder No. 2.
A letter from Cliff Havener to Art Kleiner discussing an article by Art Kleiner and suggesting that Havener and Margaret Thorpe might “contribute to [The Age of Heretics] in exchange for [Kleiner’s] assistance” in getting *An Uncommon Sense of Business*, a book by Havener and Thorpe published.
- [767] *Kleiner, Art and Dutton, Janis, “Time to Bump Plastics Recycling? : Article Summary”, Garbage (Spring, 1994). pg. 21. Photocopy. Annotated throughout.* Box No. 4:2, Folder No. 2.
A photocopy of an “summary” of an article by Art Kleiner and Janis Dutton, with a handwritten note [by Margaret Thorpe to Cliff Havener?] about the economics and “outlook for plastics recycling”. Kleiner’s author’s bio includes a reference to *The Age of Heretics*.
- [768] *Havener, Cliff and Thorpe, Margaret, “The Biggest Turnaround in History (or ”The Mother of All Turnarounds”)” (n.d.). 5 pp.* Box No. 4:2, Folder No. 2.
[An article?] by Cliff Havener and Margaret Thorpe, which argues that “Most of what you have been taught to believe is true about business, isn’t. Most of the systems you operate in every day are founded on a completely invalid principle. Everything must be re-examined.”
- [769] *Havener, Cliff, letter to Rubin, Harriet (November 14, 1994). 2 pp.* Box No. 4:3, Folder No. 1.
A letter from Cliff Havener to Harriet Rubin, Vice President and Executive Editor at Doubleday, asking for a response to previous correspondence from Havener regarding the potential publication of *An Uncommon Sense of Business*, by Cliff Havener and Margaret Thorpe, and arguing the case for the book’s publication.
- [770] *Sterman, John D., “Learning in an about complex systems”, System Dynamics Review, Vol. 10. No. 2-3 (Summer-Fall, 1994). pp. 291-329. Photocopy.* Box No. 4:3, Folder No. 1.
An article by John D. Sterman about “Learning in and about complex systems” effectively. The article is divided into the following sections: “Learning is a feedback process”, “Barriers to learning” (including “Dynamic complexity”, “Limited information”, “Confounding variables and ambiguity”, “Misperceptions of feedback”, “Flawed cognitive maps of causal relations”, “Erroneous inferences about dynamics”, “Unscientific reasoning: judgemental errors and biases”, “Defensive routines and interpersonal impediments to learning” and “Implementation failure”), “Requirements for successful learning in complex systems” (including “When can evolution overcome the impediments to learning?”, “Improving the learning process”, “Pitfalls of virtual worlds”, and “Why simulation is essential”) and “Conclusion”.
- [771] *Solomon, Charlene Marmer, “HR Facilitates the Learning Organization Concept”, Personnel Journal (November, 1994). pp. 2, 56, 58-63 + 66. Photocopy.* Box No. 4:3, Folder No. 1.

An article in Personnel Journal (“The Business Magazine for Leaders in Human Resources”) about the role of Human Resources in facilitating learning organizations, a “philosophy, which promotes learning new ways to think, [which] is being espoused as the wave of the future for businesses that want to be leading edge.”

- [772] *Rottinghuis, Herman J. Th., letter to Kleiner, Art (January 8, 1995). 1 pg.* Box No. 4:3, Folder No. 1.

A letter from Herman Rottinghuis to Art Kleiner, offering “material for your collection of organizational learning documentation”, in the form of “a brief summary in English” and “the original Netherlands text” of a “case history” which served as “a clear example of organizational learning (before that term was coined) making use of a case study, a tool not presently belonging to the ‘official’ organizational learning toolkit.”

- [773] *Rottinghuis, Herman J. Th., ””Short Summary of case history ‘Springen in het Diepe’, Jump into the Deep (January, 1995). 2 pp.* Box No. 4:3, Folder No. 1.

A summary of a case history regarding “The specialized shipyard IHC Smit” and their use of what amounts to organizational learning using a case study “describing the construction of a dredger, in which many smaller and not so small project mishaps occur”, put together by “outside consultancy assistance”.

- [774] *J. J. C. M. van Dooremalen, “‘Springen in het Diepe’ : achtergrondsheets van de lezing door” (n.d.). 4 pp.* Box No. 4:3, Folder No. 1.

An account, in Dutch, of a case history regarding “The specialized shipyard IHC Smit” and their use of what amounts to organizational learning using a case study “describing the construction of a dredger, in which many smaller and not so small project mishaps occur”, put together by “outside consultancy assistance”.

- [775] *Weston, Diane, letter to Senge, Peter (October 28, 1993). 1 pg. Photocopy.* Box No. 4:3, Folder No. 1.

A letter from Diane Weston, of Weston Consulting, to Peter Senge, informing Senge of the influence his book *The Fifth Discipline* has had on Weston, and her group, “The Learning Community”, which arose because of it, and offering an enclosed report on research Weston has carried out “for SRI International’s Business Intelligence Program, interviewing managers at Hewlett-Packard, Motorola, Procter & Gamble, 3M, Ernst & Young, and several other companies about their initiatives in organizational learning”, with a request for “comments on the draft.”

- [776] *No author, “Diane McGinty Weston” and no author, “Weston Consulting’s Principles and Practices” (October, 1993). 2 pp. Photocopy.* Box No. 4:3, Folder No. 1.

A biography of Diane Weston, focusing on her “experience in management consulting and organizational development, and a table of issues (e.g. ”Organizational Learning“, ”Culture Change and Management“, ”Diversity“ and ”Empowerment“) alongside corresponding ”Principles“ and ”Practices”” of Weston Consulting.

- [777] *Weston, Diane McGinty, Organizational Learning in Practice (October 25, 1993). 49 pp. Photocopy. Annotated throughout. Box No. 4:3, Folder No. 1.*
 “A Report for The Business Intelligence Program SRI International” by Diane Weston, of Weston Consulting, which Weston had sent to Senge in draft form. This paper is divided into two main sections: “Learning as Competitive Advantage”, which includes the subsections “Attaining the Benefits” and “The State-of-the-Art - Goals and Applications for OL; An Example of Organizational Learning; Scope, Sponsors, and Resources; [and] Challenges to Overcome”, and “A Framework for Creating the Conditions for Learning”, which includes the subsections “Founding Principles-Setting the Context and Perspective- Values, Vision and Integrity-Setting the Direction and Context; [and] Systems and Relationships-Setting the Perspective”, “Practices-Integrating Learning with Everyday Work- Learning in Groups; Mental Modelling; Dialogue; [and] Capturing and Disseminating the Learning” and “Structure, Culture, and Training-Supporting the Principles and Practices-Structures to Support Learning; Cultures that Support Learning; [and] The Evolution of Training in Learning Organizations”.
- [778] *Senge, Peter, letter to Weston, Diane (November 18, 1993). 5 pp. Box No. 4:3, Folder No. 1.*
 A letter from Peter Senge to Diane Weston, of Weston Consulting, offering feedback and suggestions for Weston’s paper, “Organization Learning and Practice”.
- [779] *No author, “Business Acquisition Model” (n.d.). p. 10. Photocopy. Box No. 4:3, Folder No. 1.*
 A page from an unknown document, relating to “Textron Defence Systems” which shows an illustration of a “Basic Business Acquisition Cycle” and “Competency Optimization”.
- [780] *Nicholls, J. A. F., “People Express Management Flight Simulator”, Social Science Computer Review, Vol. 8, No. 3 (Fall, 1990). 2 pp. Photocopy. Box No. 4:3, Folder No. 1.*
 A review of People Express Management Flight Simulator, a “management flight simulator” package which “represents People Express Airlines”, to be used in a workshop, in which the user “will take command of the firm and pilot it from startup to success” in order to “give [the user] insight into the issues raised by the particular case; to illustrate the difficulties of coordinating operations and strategy in a growth market; and to understand the dynamic interconnections among a firm, its market, and its competitors”, allowing the user to “systematically explore the consequences of various strategies without risking the fortunes of the real enterprise.”
- [781] *No author, “The People Express Management Flight Simulator-A Unique Tool for Management Instruction”, Syllabus for the Macintosh, No. 9, (January/February, 1990). p. 6. Photocopy. Box No. 4:3, Folder No. 1.*
 A brief article about People Express Management Flight Simulator, a “management flight simulator” package which “represents People Express Airlines”, to be used in a workshop, in which the user “will take

command of the firm and pilot it from startup to success” in order to “give [the user] insight into the issues raised by the particular case; to illustrate the difficulties of coordinating operations and strategy in a growth market; and to understand the dynamic interconnections among a firm, its market, and its competitors”, allowing the user to “systematically explore the consequences of various strategies without risking the fortunes of the real enterprise”, divided into the following sections: “A Little Background”, “The Process”, “The Product”, “Classroom Use and Distribution”.

- [782] *Sterman, John D., “B & B Enterprises Management Flight Simulator” and no author, “B & B Enterprises Management Flight Simulator : Order Form” (n.d.). 2 pp. Photocopy. Box No. 4:3, Folder No. 1.*

A description of People Express Management Flight Simulator, a “management flight simulator” package which “represents People Express Airlines”, to be used in a workshop, in which the user “will take command of the firm and pilot it from startup to success” in order to “give [the user] insight into the issues raised by the particular case; to illustrate the difficulties of coordinating operations and strategy in a growth market; and to understand the dynamic interconnections among a firm, its market, and its competitors”, allowing the user to “systematically explore the consequences of various strategies without risking the fortunes of the real enterprise” and an order form to purchase the software.

- [783] *No author, “The Beer Game Videotape” and “Beer Game Boards” (n.d.). 2 pp. Photocopy. Box No. 4:3, Folder No. 1.*

An advert for a video, “aired on the MacNeil/Lehrer News Hour in 1989, [which] shows Professor John Sterman of MIT leading the ‘Beer Game’, an interactive simulation of a company which shows how business cycles can occur”, and an advert for “Beer Game Boards”.

- [784] *Sterman, John D., “A Skeptic’s Guide to Computer Models” in Grant, Lindsey, Foresight and National Decisions : The Horseman and the Bureaucrat (University Press of America, 1988). pp. 133-169. Photocopy. Box No. 4:3, Folder No. 1.*

A chapter by John D. Sterman from Grant, Lindsey, Foresight and National Decisions : The Horseman and the Bureaucrat, (University Press of America, 1988) which serves as “a guide to the strengths and weaknesses of computerized mathematical models.”

- [785] *Argyris, Chris, “Skilled incompetence”, Harvard Business Review, Vol. 64, No. 5 (September-October, 1986). pp. 74-79. Reprint. Box No. 4:3, Folder No. 1.*

An article by Chris Argyris in Harvard Business Review which looks at “Skilled incompetence”, “whereby managers use practiced routine behavior (skill) to produce what they do not intend (incompetence)” and the underlying reasons for this in the highest levels of management.

- [786] *No author, The Systems Thinker, Vol. 4, No. 9, November, 1993 (November, 1993). 10 pp. Box No. 4:3, Folder No. 1.*

Volume 4, Number 1 of The Systems Thinker, a newsletter about systems thinking. This issue includes “New Product Development: A ”Tragedy“ in the Making?” by Daniel H. Kim, which explores the issues surrounding “product development”, in particular the “”Tragedy of the Commons” dynamic“, which uses ”the analogy of a common pasture where many herdsmen graze their cattle“ and eventually become ”locked into a system that compels [a herdsman] to increase his herd without limit in a world that is limited“, resulting in ruin, ”Using “Success to the Successful” to Avoid Competency Traps“ by Daniel H. Kim, which explores the ”“Success to the Successful” archetype“, in which ”the demands made by competing groups for a common resource ... are linked by two reinforcing loops ... [where] giving more to one group means less is available for the other“, and outlining seven steps ”to help [a manager or their] organization critically challenge [their] success loops by unlearning what [they] are already good at, so [they] can learn new approaches and alternatives“, and ”Systems Thinking and Strategic Planning in Healthcare“ by Steven DeMello, which describes how through the process of ”Challenging Mental Models“, designing a way ”to incorporate a strategic planning process with certain primary specifications“, ”modeling a macro view of the company [the author had become president of], and engaging in systems thinking and strategic planning as a method of “company learning”, “[the author’s company] learned a great deal about [their] company and [their] client institutions ..., reach[ing] a better understanding of [their] business and a new way of communicating and testing the complex strategies necessary for future success”. A calendar of events for 1993-1994 is also included on p. 10.

- [787] *Bollag, Burton, “Walking the Line. . .”, Across the Board (July/August, 1995). pp. 37-42. Tear sheets. Box No. 4:3, Folder No. 1.*

An article by Burton Bollag in Across the Board which argues that “Walking the line between dated Western attitudes and the legacy of communism is what doing business in the Czech Republic is all about.”

- [788] *Sterman, John D., “Teaching Takes Off : Flight Simulators for Management Education”, OR/MS Today (October, 1992). pp. 40-44. Photocopy. Box No. 4:3, Folder No. 1.*

An article by John D. Sterman in OR/MS Today about the “”Beer Game,” a role-playing simulation designed to teach principles of management science ... developed at MIT’s Sloan School of Management ... [and] designed by Sloan’s System Dynamics Group in the early 1960s as part of Jay Forrester’s research on industrial dynamics.“ The article includes a description of ”Playing the game“, illustrates some ”Typical results: boom and bust“, analyses the ”Lessons of the game“, discusses ”Using the Beer Game and other management flight simulators“ and outlines some other ”Resources””, including the People Express Airlines and B & B Enterprises management flight simulators.

- [789] *Sterman, John D., “Teaching Takes Off : Flight Simulators for Management Education”, OR/MS Today (October, 1992). pp. 40-44. Photocopy. Box No. 4:3, Folder No. 1.*

An article by John D. Sterman in OR/MS Today about the “”Beer Game,” a role-playing simulation designed to teach principles of man-

agement science ... developed at MIT's Sloan School of Management ... [and] designed by Sloan's System Dynamics Group in the early 1960s as part of Jay Forrester's research on industrial dynamics." The article includes a description of "Playing the game", illustrates some "Typical results: boom and bust", analyses the "Lessons of the game", discusses "Using the Beer Game and other management flight simulators" and outlines some other "Resources", including the People Express Airlines and B & B Enterprises management flight simulators.

- [790] *Kim, Daniel H., "The Link between Individual and Organizational Learning", Sloan Management Review (Fall, 1993). pp. 37-50. Photocopy. Box No. 4:3, Folder No. 1.*

An article by Daniel H. Kim in Sloan Management Review which looks at the meaning of, and means of creating, a "learning organization", especially by examining "how individual learning is transferred to the organization", using a model developed by the author "that links individual and organizational learning through mental models, the thought constructs that affect how people and organizations operate in the world" which "can guide the search for new tools to help organizations learn."

- [791] *Kofman, Fred and Senge, Peter M., "Communities of Commitment: The Heart of Learning Organizations", Organizational Dynamics (n.d.). pp. 5-24. Photocopy. Box No. 4:3, Folder No. 1.*

A pre-publication draft of an article by Fred Kofman and Peter Senge about the purpose of organizational learning, the work of the Center for Organizational Learning, and some of the obstacles that arise when attempting to engage in organizational learning, arguing that "developing new organizational capabilities requires deep reflection and testing."

- [792] *Kim, Daniel H., Systems Archetypes : Diagnosing Systemic Issues and Designing High-Leverage Interventions (Pegasus Communications, 1993). 26 pp. Original publication. Box No. 4:3, Folder No. 1.*

A booklet by Daniel H. Kim, produced as part of the "Toolbox Reprint Series", which explores "systems archetypes", a "class of tools that capture the "common stories" in systems thinking—dynamic phenomena that occur repeatedly in diverse settings ... [and can be used as] powerful tools for diagnosing problems and identifying high-leverage interventions that will create fundamental change."

- [793] *Cotter, Brendan, letter to Art Kleiner (April 30, 1997). 1 pg. Box No. 4:3, Folder No. 1.*

A letter from Brendan Cotter, Director of Group Sales at MeetingMakers, Inc., informing Kleiner that "MeetingMakers is pleased to partner with Pegasus Communications to provide travel services to the Systems Thinking in Action™ Conference at the Marriott's Orlando World Center [September, 1997]" and providing further information on this matter.

- [794] *Grillo, LeAnne, letter to Kleiner, Art (April 29, 1997). 2 pp. Box No. 4:3, Folder No. 1.*

A letter from LeAnne Grillo, Conference Director at Pegasus Communications Inc., to Art Kleiner, providing information about “the 1997 Systems Thinking in ActionTM Conference [September, 1997]” which Kleiner was a presenter at, including an information on “Attendee Information”, “Session Structure”, and “Conference Brochures and Session Information Forms”.

- [795] *No author, “1997 Systems Thinking in ActionTM Conference : Partnership in Quality Agreement” (n.d. [April, 1997?]). 2 pp. Box No. 4:3, Folder No. 1.*

The “agreement provisions” sent to Art Kleiner by Pegasus Communications for review as a presenter at the 1997 Systems Thinking in ActionTM Conference, including provisions that “Pegasus Communications Agrees to” and provisions that Kleiner, as a presenter, agrees to.

- [796] *No author, “1997 Systems Thinking in ActionTM Conference : Presenter Timeline and Action Items For Planning Purposes” (n.d. [April, 1997?]). 1 pg. Box No. 4:3, Folder No. 1.*

A timeline “designed to give [Art Kleiner, a presenter at the 1997 Systems Thinking in ActionTM Conference] a sense of what’s happening [at the conference], when”, including a “Conference Schedule”.

- [797] *No author, “1997 Systems Thinking in ActionTM Conference : Handout Guidelines” (n.d. [April, 1997]) 2 pp., Wardman, Kellie T., “Selecting Variable Names for Causal Loop Diagrams”, The Systems Thinker, Vol. 5, No. 6 (Cambridge, MA, 1994) 1 pg., Kim, Daniel H., Guidelines for Drawing Causal Loop Diagrams, Vol 3., No. 1 (Cambridge, MA, 1992) 2 pp., and no author, “Areas of Business represented at the 1996 Systems Thinking in Action Conference [and] Positions of Attendees as represented at the 1996 Systems Thinking in Action Conference” (n.d. [1996?]) 2 pp. Photocopy. Box No. 4:3, Folder No. 1.*

A series of documents stapled together. The first, “1997 Systems Thinking in ActionTM Conference : Handout Guidelines” is an overview of the guidelines for submitting handouts for the “Conference Handbook” of the 1997 Systems Thinking in ActionTM Conference, at which Art Kleiner was a presenter. The second, “Selecting Variable Names for Causal Loop Diagrams”, is an article by Kellie T. Wardman in The Systems Thinker which “discusses the process of selecting and refining variable names” to make a causal loop diagram (CLD) as clear as possible. The third document, “Guidelines for Drawing Causal Loop Diagrams”, an article by Daniel H. Kim in The Systems Thinker, offers advice on drawing CLDs, including “Selecting Variable Names”, “Loop Construction” and “General Tips”. The fourth document, “Areas of Business represented at the 1996 Systems Thinking in Action Conference [and] Positions of Attendees as represented at the 1996 Systems Thinking in Action Conference” consists of two pie charts which illustrate the subject referred to by the titles.

- [798] *Senge, Peter M. and Stermann, John D., “Systems thinking and organizational learning: Acting locally and thinking globally in the organization of the future”, European Journal of Operational Research, (1992). pp. 137-150. Box No. 4:3, Folder No. 1.*

- An article in the European Journal of Operational Research by Peter Senge and John Sterman, which argues that, managers who “are experimenting with new modes of organization, new reward systems, and less authoritarian values . . . must become ‘systems thinkers’ as well as better learners”, and “reports on one approach to these issues: forming collaborative action research partnerships with corporations to 1) develop new tools to accelerate learning, and 2) test those tools in real organizations where managers face pressing issues”, arguing “that simulation is an important element of successful learning laboratories to develop systems thinking and promote organizational learning”, and using Hanover Insurance Companies as “A case study focused on improving quality and total cost performance in the insurance industry ... to illustrate how these tools can both produce insight and focus change.”
- [799] *Senge, Peter M. and Sterman, John D., “Systems thinking and organizational learning: Acting locally and thinking globally in the organization of the future”, European Journal of Operational Research (1992). pp. 137-150. Box No. 4:3, Folder No. 1.*
 An article in the European Journal of Operational Research by Peter Senge and John Sterman, which argues that, managers who “are experimenting with new modes of organization, new reward systems, and less authoritarian values . . . must become ‘systems thinkers’ as well as better learners”, and “reports on one approach to these issues: forming collaborative action research partnerships with corporations to 1) develop new tools to accelerate learning, and 2) test those tools in real organizations where managers face pressing issues”, arguing “that simulation is an important element of successful learning laboratories to develop systems thinking and promote organizational learning”, and using Hanover Insurance Companies as “A case study focused on improving quality and total cost performance in the insurance industry ... to illustrate how these tools can both produce insight and focus change.”
- [800] *No author, “Peter Senge Speech in Washington D.C.” (n.d.). 18 pp. Box No. 4:3, Folder No. 1.*
 A speech by Peter Senge in Washington, D.C. in which Senge explores “designing the learning organization”.
- [801] *No author, “Transcript of Peter Senge’s Speech from the Organization Development Network 1992, National Conference, held Oct. 17 - 21, 1992 in Toronto, Ontario, Canada” (n.d. [1992?]). 14 pp. Box No. 4:3, Folder No. 2.*
 A speech by Peter Senge at the Organization Development Network, 1992, in which Senge discusses what has been learnt “about Learning Organizations, particularly in the time since . . . The Fifth Discipline was published”, and what has changed in that field during that time.
- [802] *Draper, Frank, letter to Forrester, Jay (Tucson, AZ: May 2, 1989). 3 pp. Box No. 4:3, Folder No. 2.*
 A letter to Jay W. Forrester from Frank Draper, giving “a brief description of [Draper’s] historical and present day use of STELLA [”a system dynamics application for the Macintosh computer“] and system dynamics”, including Draper’s successful use of STELLA in a classroom with students aged 12-14.

- [803] *No author, "Guidelines for drawing causal loop diagrams" (n.d.). 1 pg. Annotated throughout.* Box No. 4:3, Folder No. 2.
A sheet of "Guidelines for drawing causal loop diagrams", including "Avoid verbs and action phrases in variable names", "Always choose the "positive" sense of a variable name" and "Time is not a causal agent."
- [804] *Kauffman, Draper L, Jr., Systems One: An Introduction to Systems Thinking (Minneapolis, MN: Future Systems, Inc., 1980). ii + 41 pp. Original publication.* Box No. 4:3, Folder No. 2.
A book by Draper L. Kauffman, Jr., published as part of The Innovative Learning Series, which declares its purpose as being "to satisfy the need for educational material required to provide people with mental tools with which to cope with the increasing complexity of modern life" and its objective being "to bridge the gap between what the Learning Report of the Club of Rome has termed "maintenance learning" and "innovative learning"." Chapters include "What is a System[?]", "Stability", "Things in Common", "Change and Growth", "Putting the Pieces Together" and "Complex Systems", as well as an appendix, "Systems Notes".
- [805] *Forrester, Jay W., "Counterintuitive Behavior of Social Systems", Technology Review, Vol. 73, No. 3 (January, 1971). 14 pp. Photocopy.* Box No. 4:3, Folder No. 2.
An article by Jay W. Forrester which originally appeared in Technology Review, which "addresses several issues of broad concern in the United States: population trends; the quality of urban life; national policy for urban growth; and the un-expected, ineffective, or detrimental results often generated by government programs in these areas", aiming "to leave with its readers a sense of caution about continuing to depend on the same past approaches that have led to our present feeling of frustration and to suggest an approach which can eventually lead to a better understanding of our social systems and thereby to more effective policies for guiding the future." There should be a page of diagrams between p. 8 + 9, and another between p. 11 + 12.
- [806] *Forrester, Jay W., "Counterintuitive Behavior of Social Systems", Technology Review, Vol. 73, No. 3 (January, 1971). 14 pp. Photocopy.* Box No. 4:3, Folder No. 2.
An article by Jay W. Forrester which originally appeared in Technology Review, which "addresses several issues of broad concern in the United States: population trends; the quality of urban life; national policy for urban growth; and the un-expected, ineffective, or detrimental results often generated by government programs in these areas", aiming "to leave with its readers a sense of caution about continuing to depend on the same past approaches that have led to our present feeling of frustration and to suggest an approach which can eventually lead to a better understanding of our social systems and thereby to more effective policies for guiding the future." There should be a page of diagrams between p. 8 + 9, and another between p. 11 + 12.
- [807] *Forrester, Jay W., "Counterintuitive Behavior of Social Systems", Technology*

Review, Vol. 73, No. 3 (January, 1971). 14 pp. Photocopy. Box No. 4:3, Folder No. 2.

An article by Jay W. Forrester which originally appeared in *Technology Review*, which “addresses several issues of broad concern in the United States: population trends; the quality of urban life; national policy for urban growth; and the un-expected, ineffective, or detrimental results often generated by government programs in these areas”, aiming “to leave with its readers a sense of caution about continuing to depend on the same past approaches that have led to our present feeling of frustration and to suggest an approach which can eventually lead to a better understanding of our social systems and thereby to more effective policies for guiding the future.” There should be a page of diagrams between p. 8 + 9, and another between p. 11 + 12.

- [808] *Forrester, Jay W., “The System Dynamics National Model—Objectives, Philosophy, and Status” (Cambridge, MA: Massachusetts Institute of Technology, 1984). 32 pp. Photocopy. Box No. 4:3, Folder No. 2.*

A paper by Jay W. Forrester presented at the International System Dynamics Conference in Oslo, August 2-4, 1984, which describes the System Dynamics National Model, which “represents a typical, modern, industrial economy” and which “incorporates a wide range of dynamic structures that allow its behavior to span from the short-term business cycle of 3- to 7-year periodicity to the much longer-term behaviors represented by growth and by major depressions that recur at intervals of some fifty years”, which sections including “Objectives [of the model]”, “The System Dynamics Approach to Economic Behavior”, and “The System Dynamics National Model—Status and Results”.

- [809] *No author, “The CEO as designer”, The McKinsey Quarterly, No. 2 (1992). 30 pp. Original publication. Box No. 4:3, Folder No. 2.*

An interview with Jay W. Forrester, “the founder of system dynamics”, which addresses “the current resurgence of interest in system dynamics”, “the key philosophical milestones in the field’s development”, “What role . . . management information systems play in helping people make the decisions that are rightly theirs to make”, “policies that govern decisions”, “the situation factors that make it more likely for a corporate designer to succeed”, “how much . . . a CEO need[s] to know about technical details of system dynamics to create a good model”, “how . . . ”systems thinking“ [is] related to system dynamics”, “what . . . [the] System Dynamics National Model [says] about present economic conditions”, and integrating system dynamics “into a traditional classroom”.

- [810] *No author, “Club of Rome a Worldwide Organization”, The New York Times (New York, NY, February 27, 1972). 1 pg. Photocopy. Box No. 4:3, Folder No. 2.*

A brief article in *The New York Times* which profiles the Club of Rome, “a group of scientists and intellectuals, alarmed at what they considered ominous trends in the world . . . [who] decided to work together in search of ways to avert a breakdown of society that they felt was intrinsic in the uncontrolled growth of technology and population”.

- [811] *No author, "The Boston Consulting Group : Backgrounder" (Boston, MA: n.d.). 2 pp. Annotated throughout. Box No. 4:3, Folder No. 2.*
An overview of the Boston Consulting Group, "the international leader and widely recognized pioneer in strategy consulting" with handwritten notes which appear to relate to system dynamics models.
- [812] *[?], Bryan, letter to Kleiner, Art ([December 7, [?]?]), and no author [Art Kleiner?], "Moving to "co-creating": the larger context of a shared vision" from no author, Shared Vision (n.d.). 1 pg. Box No. 4:3, Folder No. 2.*
A letter from "Bryan" to Art Kleiner asking if [the enclosed] "pg 327 [is] revised as [Kleiner] intended", and p. 327 of the book Shared Vision, part of which is about "co-creating" in organizations. Partly illegible due to damage.
- [813] *No author, "Another Whiff of Doomsday", Nature, Vol. 236 (March 10, 1972). p. 47-[49?]. Photocopy. Box No. 4:3, Folder No. 2.*
An article in Nature critiquing The Limits to Growth, an MIT report sponsored by the Club of Rome which argues "that population and industry cannot continue to grow at snowballing rates without catastrophe".
- [814] *Laska, Richard M., "The world model controversy: will mankind survive?", Computer Decisions (April, 1972). pp. 24-27. Photocopy. Box No. 4:3, Folder No. 2.*
An article in Computer Decisions critiquing The Limits to Growth, an MIT report sponsored by the Club of Rome which argues "that population and industry cannot continue to grow at snowballing rates without catastrophe".
- [815] *Schwartz, Harry, "Math Models: Wise Up! That Computer Is Just a Giant Moron", The New York Times (March 19, 1972). 1 pg. Photocopy. Box No. 4:3, Folder No. 2.*
An article in The New York Times critiquing The Limits to Growth, an MIT report sponsored by the Club of Rome which argues "that population and industry cannot continue to grow at snowballing rates without catastrophe".
- [816] *No author, "Homilies for the Club of Rome" and "World Dynamics: Social Feedback may give Hope for the Future", Nature, Vol. 238, (August 4, 1972). 4 pp. Photocopy. Box No. 4:3, Folder No. 2.*
Two articles in Nature critiquing The Limits to Growth, an MIT report sponsored by the Club of Rome which argues "that population and industry cannot continue to grow at snowballing rates without catastrophe".
- [817] *de Vries, H., "A Critical Assessment of the MIT World Models" (n.d. [August, 1972?]). pp. 149-165. Photocopy. Box No. 4:3, Folder No. 2.*

A paper “to be presented at the Symposium ”Computer Simulation versus Analytical solutions for business and Economic models“, Gothenburg, 28-30 August 1972” which is based on a “study of the World-2 model [developed by the System Dynamics group at MIT] ... [and] reveals several weak points of this global model”, demonstrating that “with reasonable changes, [it] can be made to show a wide spectrum of future prospects so that it cannot be used as a basis for policy conclusions.”

- [818] *No author, “feedback on presentations” (n.d. [1996?]). 5 pp. Box No. 4:3, Folder No. 2.*

Scored feedback for “usefulness/content”, “Relevance to your organization” and “Co-presenter Skill” of a [“learning histories”?] presentation, followed by written comments.

- [819] *No author, Leadership & Mastery (Framingham, MA: Innovation Associates, n.d.). 6 pp. Original publication. Box No. 4:3, Folder No. 2.*

A booklet which promotes “an advanced three-day course offered to executives, senior, and middle managers by Innovation Associates ... to challenge leaders to rethink and reawaken the potential of their own organizations.” The following items in this folder are enclosed within this item.

- [820] *No author, “Innovation Associates and Learning Organizations” (Framingham, MA: Innovation Associates, Inc., n.d.). 2 pp. Box No. 4:3, Folder No. 2.*

A document outlining the purpose and actions of “Innovation Associates” in an organizational learning context, including a “Roadmap for Change” and an outline of several courses run by Innovation Associates such as “Leadership & MasteryTM” and “Systems Thinking a Business PerspectiveTM”.

- [821] *No author, “Systems Thinking: A Business PerspectiveTM” (Framingham, MA: Innovation Associates, Inc., n.d. [1990?]). 4 pp. Box No. 4:3, Folder No. 2.*

A document outlining the Innovation Associates course, “Systems Thinking a Business PerspectiveTM”, aimed at teaching managers “how to apply systems thinking”.

- [822] *No author, “Charter Subscription Form” and order form for The Fifth Discipline (n.d.). Enclosed in envelope. An order form for The Fifth Discipline by Peter Senge and a pre-addressed envelope with the address of Innovation Associates Inc. Box No. 4:3, Folder No. 2.*

- [823] *No author, “The Systems ThinkerTM: An Invitation to try a unique newsletter...” and “Charter Subscription Form”, The Systems Thinker (Cambridge, MA, n.d.). 4 pp. + envelope. Box No. 4:3, Folder No. 2.*

A document promoting The Systems Thinker, a “newsletter geared towards helping managers learn how to apply systems thinking within their organization ... by giving [the manager] specific “systems tools” and concrete examples of how other companies have used them success-

- fully”, an order form, and a pre-addressed envelope with the address of Innovation Associates Inc.
- [824] *No author, “Leadership & Mastery Courses” (Framingham, MA: Innovation Associates, Inc., n.d. [1990?]). 1 pg. Box No. 4:3, Folder No. 2.*
A document giving an overview to the “Leadership & Mastery” courses offered by Innovation Associates, Inc., including information on “Tuition”, “Spouse Attendance” and “Registration Information”.
- [825] *No author, “Leadership & Mastery Application” (Framingham, MA: Innovation Associates, Inc., n.d. [1990?]). 2 pp. Box No. 4:3, Folder No. 2.*
An application form for the “Leadership & Mastery” courses offered by Innovation Associates, Inc., including questions for the applicant such as “What attracts you to the Leadership & Mastery program, both in general and at this time in particular?” and “Have you previously experienced any of the key topics covered in Leadership & Mastery such as visionary leadership, systems thinking, intuition or creativity? If so please briefly describe your related background.”
- [826] *No author, “Innovation Associates : Organization Consulting : Programs” (Framingham, MA: Innovation Associates, Inc., n.d. [1990?]). 1 pg. Box No. 4:3, Folder No. 2.*
A document outlining the purpose of Innovation Associates, Inc., being “to [build] organizations that have the inspiration and ability to produce outstanding results while fulfilling the personal aspirations of their members” and several of the courses offered by Innovation Associates, Inc., such as “Leadership & Mastery®”, “Visionary Planning”, “Practicum in Systems Thinking” and “Production-Distribution Simulation Game”.
- [827] *Kleiner, Art, “Leadership & Mastery®” notebook (Innovation Associates, May, 1990). 46 pp. Handwritten. Box No. 4:3, Folder No. 2.*
A notebook presumably used by Art Kleiner on the “Leadership & Mastery®” course run by Innovation Associates, Inc., which aims to teach managers how to apply systems thinking to their organizations, with notes relating to the course.
- [828] *Kleiner, Art, “Leadership & Mastery®” notebook (Innovation Associates, May, 1990). 48 pp. Handwritten. Box No. 4:3, Folder No. 2.*
A notebook presumably used by Art Kleiner on the “Leadership & Mastery®” course run by Innovation Associates, Inc., which aims to teach managers how to apply systems thinking to their organizations, with notes relating to the course.
- [829] *[?], Hilary, letter to Kleiner, Art (n.d.). 1 pg. Handwritten + illustrations. Box No. 4:4, Folder No. 1.*
A letter from Hilary [?] to Art Kleiner informing him of an article “on Mysticism + third order change” in Journal of Organizational Change Management/Development” which uses a simile similar to one used by Kleiner.

- [830] *Parker, Marjorie, letter to Kleiner, Art (February 15, 1991). 1 pg. Telefax.* Box No. 4:4, Folder No. 1.
A telefax from Marjorie Parker at the Norwegian Center for Leadership Development to Art Kleiner, in which Parker asks Kleiner's advice in her plans to publish a book, *Creating Shared Vision*, which Parker has written. The telefax is incomplete and not fully legible.
- [831] *Loos, Karl D., "... And the Recognition of Visionaries", The New York Times Forum (New York, NY, March 17, 1991). pg. 11-12. Tear sheet.* Box No. 4:4, Folder No. 1.
A short article in *The New York Times Forum* outlining conclusions of the author after asking "a random sampling of several dozen of [the author's] colleagues and business acquaintances for their thoughts about vision, visioning, and what qualities they most identified with visionaries" and "their thoughts about putting those visions into action and about which leaders - in general - they most regard as visionaries", where by "vision" the author means "the ability to correctly foresee the future and navigate successfully through it."
- [832] *Block, Peter, "How to be the New Kind of Manager", Working Woman (July, 1990). pp. 51-54. Tear sheets.* Box No. 4:4, Folder No. 1.
An article in *Working Woman* by Peter Block exploring how managers can empower their individual employees, and the benefits this can bring to an organization.
- [833] *No author, Planning Review, Vol. 20, No. 2 (March/April, 1992). 48 pp. Original publication.* Box No. 4:4, Folder No. 1.
The March/April, 1992 edition of *Planning Review*, including an article, "Mental Models", by Peter Senge which explores how "The discipline of managing mental models - surfacing, testing, and improving our internal pictures of how the world works - promises to be a major breakthrough for building learning organizations." Other articles relating to scenario planning are also included.
- [834] *Forrester, Jay W., "System Dynamics, Systems Thinking, and Soft OR", System Dynamics Review, Vol 10., No. 2 (Summer, 1994). 14 pp. Pre-publication version.* Box No. 4:4, Folder No. 1.
An article by Jay W. Forrester which appeared in the *System Dynamics Review* Summer 1994, Vol. 10, No. 2, which explores the way in which "System dynamics, systems thinking, and soft operations research (soft OR) all aspire to understanding and improvement of systems", how "systems thinking and soft OR, with emphasis on eliciting information from real-world participants, should contribute useful insights to system dynamics" and how "the model creation and simulation stages of system dynamics should contribute rigor and clarity to systems thinking and soft OR."
- [835] *No author, "The Learning Organization: From Vision to Reality", The Systems Thinker, Vol. 4, No. 10, (Cambridge, MA). 4 pp. Reprint.* Box No. 4:4, Folder No. 1.

- A "Special Conference Reprint" of Vol. 4, No. 10 of *The Systems Thinker*, subtitled "The Learning Organization: From Vision to Reality" and including an article by Peter Senge titled "Building Communities of Commitment" which focuses on the "shift of ... the root metaphor" of the work taking place "at the MIT Organizational Learning Center" from "organization" to "community".
- [836] *Richardson, George P., Andersen, David F. and Rohrbaugh, John, "Group Model Building" (International Systems Dynamic Conference, Utrecht, The Netherlands, 1992). 10 pp. Annotated throughout. Box No. 4:4, Folder No. 1.*
A paper presented at the 1992 International Systems Dynamic Conference, Utrecht, The Netherlands, which "identifies the five roles [the facilitator, the content coach, the process coach, the recorder, and the gatekeeper]" [which "appear to be essential to support effective group model building efforts"], briefly overviews ... two problem areas [the burgeoning cost and caseload of foster care in New York State, and recent unexplained increases in Medicaid costs in the state of Vermont"], sketches the design of the group model building efforts, outlines the apparent results, and hypothesizes principles and strategies to guide future group modelling efforts."
- [837] *No author, "FN74 Learning History Workshop" (n.d.). Corner stapled. 3 pp. Annotated on reverse. Box No. 4:4, Folder No. 1.*
Information relating to "FN74", a "Learning History Workshop", divided into the following sections: "Context", "Purpose of Workshop" [To create an opportunity for Learning History Pilot participants to be part of the learning process and better understand their questions about learning, using the FN74 experience as a baseline.], "Desired Outcomes", "Agenda", and "Questions and Prompts for Learning History".
- [838] *No author, "Amputating assets : Companies that slash jobs often end up with more problems that profits", U.S. News & World Report (May 4, 1992). 1 pg. Photocopy. Annotated throughout. Box No. 4:4, Folder No. 1.*
An article in U.S. News & World Report about the consequences for companies of "slash[ing] their payrolls", including "low worker morale, too few employees scrambling to do too much work, lawsuits and ... disappointing financial results."
- [839] *Sterling, Claire, "Club of Rome Tackles the Planet's "Problematic""", The Washington Post (Washington, DC, March 2, 1972). 1 pg. and O'Keefe, Patrick, "A Warning on Man's Big Problem", The Evening Star (Washington, DC, March 2, 1972). pp. A18 + A-3. Photocopy. Box No. 4:4, Folder No. 1.*
Two articles responding to *The Limits to Growth*, an MIT report sponsored by the Club of Rome which argues "that population and industry cannot continue to grow at snowballing rates without catastrophe", both with a focus on Aurelio Peccei, founder of the Club of Rome.
- [840] *Peccei, Aurelio, "Industry: unending expansion at expense of true*

welfare”, *The Times* (April 12, 1972). 2 pp. Photocopy. Box No. 4:4, Folder No. 1.

An article by Aurelio Peccei in defence of The Limits to Growth, an MIT report sponsored by the Club of Rome which argues “that population and industry cannot continue to grow at snowballing rates without catastrophe”.

- [841] *Peccei, Aurelio, letter to Dr. Collado, Emilio G. [“Pete”], (July 11, 1972). 2 pp. Photocopy. Box No. 4:4, Folder No. 1.*

A letter from Aurelio Peccei to Emilio “Pete” Collado, regarding the debate generated by The Limits to Growth, an MIT report sponsored by the Club of Rome which argues “that population and industry cannot continue to grow at snowballing rates without catastrophe”.

- [842] *Peccei, Aurelio, letter to Professor Hagen, Everett E. (July 11, 1972). 4 pp. Photocopy. Box No. 4:4, Folder No. 1.*

A letter from Aurelio Peccei to Everett E. Hagen, responding to a review by Hagen of The Limits to Growth, an MIT report sponsored by the Club of Rome which argues “that population and industry cannot continue to grow at snowballing rates without catastrophe”.

- [843] *Peccei, Aurelio, letter to “all Club Members” of the Club of Rome (July 24, 1972). 9 pp. Photocopy. Box No. 4:4, Folder No. 1.*

A letter from Aurelio Peccei to “all Club members” of the Club of Rome, regarding the debate generated by The Limits to Growth, an MIT report sponsored by the Club of Rome which argues “that population and industry cannot continue to grow at snowballing rates without catastrophe”, and discussing “New Research Projects Under Way”.

- [844] *No author, “the Club of Rome’s co-founder”, New Scientist (16 March, 1972). 1 pg. Photocopy. Box No. 4:4, Folder No. 1.*

An article in New Scientist about Aurelio Peccei, founder of the Club of Rome.

- [845] *Leach, Gerald, “When the Growing has to Stop”, The Observer (19 March, 1972). 2 pp. Photocopy. Box No. 4:4, Folder No. 1.*

Part of an interview in The Observer in which “Dr Aurelio Peccei and Andrew Shonfield discuss the most basic, crucial questions of all. Is economic growth the solution to all material problems, as has long been thought in developed countries and in the Third World? Or is it potentially the most deadly enemy mankind has?”

- [846] *Trembley, F. J., letter to the editor of Science (March 30, 1972). 1 pg. Photocopy. Box No. 4:4, Folder No. 1.*

A letter responding to an editorial in Science regarding the debate generated by The Limits to Growth, an MIT report sponsored by the Club of Rome which argues “that population and industry cannot continue to grow at snowballing rates without catastrophe”. Handwritten note reads “Send to: Prof. Dennis Meadows, Mass. Inst of Technology, Cambridge, Mass”.

- [847] *Wilford, John Noble, “Soviet Sees No Peril in Greater Output”, The New York Times (New York, NY, March 30, 1972). 1 pg. Photocopy. An article in The New York Times which discusses*

- the Soviet position to the ecological limits of economic growth.* Box No. 4:4, Folder No. 1.
- [848] *Bray, Jeremy, "The politics of the environment", Guardian Extra (April 5, 1972). 3 pp. Photocopy.* Box No. 4:4, Folder No. 1.
An article in the Guardian Extra which "Dr Jeremy Bray takes issue with both the methods and the conclusion of the study [- The Limits to Growth, an MIT report sponsored by the Club of Rome which argues "that population and industry cannot continue to grow at snowballing rates without catastrophe""]].
- [849] *No author, "Looking at doomsday", Boston Sunday Globe (Boston, MA). 2 pp. Photocopy.* Box No. 4:4, Folder No. 1.
An article in The Boston Globe regarding the debate generated by The Limits to Growth, an MIT report sponsored by the Club of Rome which argues "that population and industry cannot continue to grow at snowballing rates without catastrophe".
- [850] *Lambert, John, "EEC chief urges no-growth economy", The Christian Science Monitor (April 18, 1972). 2 pp. Photocopy.* Box No. 4:4, Folder No. 1.
An article in The Christian Scientist Monitor regarding the proposal of Sicco L. Mansholt, "president of the commission of the European Communities", that "the commission should leave as its heritage to the Community of Ten at the end of this year an overall economic program for enabling Europe, and in the long run the world, to break away from the domination of economic growth as the overriding goal." Handwritten note reads "To Dennis Meadows Re Club of Rome Limits".
- [851] *Foy, Nancy, "Painting the world with a wide brush", New Scientist (May 4, 1972). pp. 261-262 + 264. Photocopy.* Box No. 4:4, Folder No. 1.
An article in New Scientist regarding the debate generated by The Limits to Growth, an MIT report sponsored by the Club of Rome which argues "that population and industry cannot continue to grow at snowballing rates without catastrophe".
- [852] *Ophuls, William, letter, and Wilson, Carroll L., letter ([Science?], June 23, 1972). pg. 1287. Photocopy.* Box No. 4:4, Folder No. 1.
Two "Letters" to an unknown journal [Science?], under the heading "Understanding Growth", responding to a report in the March 10 issue of the same publication, relating to the debate generated by The Limits to Growth, an MIT report sponsored by the Club of Rome which argues "that population and industry cannot continue to grow at snowballing rates without catastrophe".
- [853] *Cohn, Victor, "Attending on Delphi", Technology Review (June, 1972). 1 pg. Photocopy.* Box No. 4:4, Folder No. 1.
An article in Technology Review regarding the debate generated by The Limits to Growth, an MIT report sponsored by the Club of Rome which argues "that population and industry cannot continue to grow at snowballing rates without catastrophe".

- [854] *Haworth, David, "Demographic Curbs Urged by Mansholt", International Herald Tribune ([February?] 24, 1972) and Herrick, Snowden T., letter to Meadows, Dennis (March 16, 1972). 2 pp. Photocopy. Annotated throughout. Box No. 4:4, Folder No. 1.*
 An article in the International Herald Tribune by David Haworth regarding a letter sent by Sisso L. Mansholt, president of the commission of the European Communities, "to the Executive Commission's president, Franco Maria Malfatti, outlining some highly individual views about future economic policy, including suggestions that growth and consumption should be restricted, and social benefits for large families should be abolished" and a letter from Snowden T. Herrick, Deputy Director of the Centre for Economic and Social Information, to Dennis Meadows, an author of *The Limits to Growth*, an MIT report sponsored by the Club of Rome which argues "that population and industry cannot continue to grow at snowballing rates without catastrophe", which references the "attached" article, and the debate generated by *The Limits to Growth*.
- [855] *Gabor, Dennis, letter to unknown publication, Hemond, Harold H., letter to unknown publication, Forrester, Jay W., letter to unknown publication and [Shubik?], Martin, letter to unknown publication (14 April, 1972). 3 pp. Photocopy. Box No. 4:4, Folder No. 1.*
 Four letters to an unknown publication responding to a report in the December 3 issue of the same publication, relating to a review of Jay W. Forrester's *World Dynamics*, with reference to *The Limits to Growth*, an MIT report sponsored by the Club of Rome which argues "that population and industry cannot continue to grow at snowballing rates without catastrophe". In the third letter, Jay W. Forrester defends his own book, and *The Limits to Growth*.
- [856] *Forrester, Jay W., "On Criticisms of World Dynamics" (1972). Corner stapled. 10 pp. Photocopy, two pages to a sheet. Box No. 4:4, Folder No. 1.*
 A paper by Jay W. Forrester defending his book, *World Dynamics*, and *The Limits to Growth*, an MIT report sponsored by the Club of Rome which argues "that population and industry cannot continue to grow at snowballing rates without catastrophe", from criticism, with the focus nearly entirely on *World Dynamics*.
- [857] *Kim, Colleen Lannon (ed.), "The Fifth Discipline: The Art & Practice of the Learning Organization : A Conversation with Peter Senge" (n.d.). 8 pp. Box No. 4:4, Folder No. 1.*
 The text of a conversation which "took place on July 19, 1990 in Grafton, Vermont, where Peter Senge spoke to a small group of colleagues and graduates of Innovation Associates' Leadership and Master program about the process of writing his book and the final product, *The Fifth Discipline*", a book about mastering "certain basic disciplines": "Systems Thinking", "Personal Mastery", "Mental Models", "Building Shared Vision" and "Team Learning" in order to become a "learning organization", an organization "that discover[s] how to tap

their people's commitment and capacity to learn at every level in the company."

- [858] *Kim, Colleen Lannon (ed.), "The Fifth Discipline: The Art & Practice of the Learning Organization : A Conversation with Peter Senge" (n.d.). 8 pp. Box No. 4:4, Folder No. 1.*

The text of a conversation which "took place on July 19, 1990 in Grafton, Vermont, where Peter Senge spoke to a small group of colleagues and graduates of Innovation Associates' Leadership and Master program about the process of writing his book and the final product, The Fifth Discipline", a book about mastering "certain basic disciplines": "Systems Thinking", "Personal Mastery", "Mental Models", "Building Shared Vision" and "Team Learning" in order to become a "learning organization", an organization "that discover[s] how to tap their people's commitment and capacity to learn at every level in the company."

- [859] *Forrester, Jay W., "From the Ranch to System Dynamics: An Autobiography" in Bedeian, Arthur G. (ed.), Management Laureates: A Collection of Autobiographical Essays (JAI Press, Pre-publication version, March 4, 1991). 43 pp. Box No. 4:4, Folder No. 1.*

A pre-publication version of a chapter by Jay W. Forrester from Management Laureates: A Collection of Autobiographical Essays, which serves as an autobiography of Forrester, divided into the following sections: "The Beginning", "My Introduction to Feedback Systems", "Pioneering in Digital Computers", "Moving to Management Education", "Launching System Dynamics", "Extending System Dynamics to Social and Economic Behavior", "World Dynamics and the Club of Rome", "System Dynamics National Model", "Growth [sic] of the System Dynamics Field", "A New Kind of Management Education", "Starting at the Beginning-Pre-College Education", "Academic Degrees", "Honorary Doctorates", "Honors and Awards", "Books", "Published Papers" and "Selected Working Papers".

- [860] *Kornel, Amiel, "System Dynamics at Sloan", MIT Management (Fall, 1991). pp. 12-17. Photocopy. Box No. 4:4, Folder No. 1.*

An article by Amiel Kornel in MIT Management which looks at the beginnings and subsequent development of system dynamics at Sloan School of Management, MIT, with reference to Ford Motor Company, Jay W. Forrester, Bill O'Brien, Organizational learning and Peter Senge. p. 17 includes an excerpt of an upcoming chapter, "From the Ranch to System Dynamics: An Autobiography", contributed by Jay W. Forrester to Management Laureates: A Collection of Autobiographical Essays.

- [861] *Forrester, Jay W., "A New Corporate Design", Industrial Management Review, Vol. 7, No. 1 (Cambridge, MA, Fall, 1965). pp. 5-17. Reprint. Annotated throughout. Box No. 4:4, Folder No. 1.*

An article by Jay W. Forrester in the Industrial Management Review which addresses the "Basis for a New Organization" and outlines a series of eleven characteristics which such an organization should have: "Elimination of the Superior-Subordinate Relationship", "Individual Profit

- Centers", "Objective Determination of Compensation", "Policy Making Separated from Decision Making", "Restructuring Through Electronic Data Processing", "Freedom of Access to Information", "Elimination of Internal Monopolies", "Balancing Reward and Risk", "Mobility of the Individual", "Enhanced Rights of the Individual" and "Education Within the Corporation", before offering an "Analogy to National Economic Structure" and a note on "Implementation of These Proposals".
- [862] *Forrester, Jay W., "A New Corporate Design", Industrial Management Review, Vol. 7, No. 1 (Fall, 1965). pp. 5-17. Reprint. Box No. 4:4, Folder No. 1.*
An article by Jay W. Forrester in the Industrial Management Review which addresses the "Basis for a New Organization" and outlines a series of eleven characteristics which such an organization should have: "Elimination of the Superior-Subordinate Relationship", "Individual Profit Centers", "Objective Determination of Compensation", "Policy Making Separated from Decision Making", "Restructuring Through Electronic Data Processing", "Freedom of Access to Information", "Elimination of Internal Monopolies", "Balancing Reward and Risk", "Mobility of the Individual", "Enhanced Rights of the Individual" and "Education Within the Corporation", before offering an "Analogy to National Economic Structure" and a note on "Implementation of These Proposals".
- [863] *Weizenbaum, Joe, "Once More, the Computer Revolution" in The Information Society (Cambridge, UK: Cambridge University Press, 1992). pp. 550-570 + cover page recto. Photocopy. Box No. 4:4, Folder No. 1.*
A "broadside" by Professor Joe Weizenbaum, in which the author "expresses great scepticism about the microelectronic revolution and in particular ... attacks Daniel Bell's belief that developments in computer technology will transform our society into an "Information Society" ... and questions the abilities of computers and raises a number of ethical issues concerning their use." A handwritten note on pg. 150 reads "See ref to Jay Forrester pg. 557".
- [864] *Forrester, Jay W., "The Beginning of System Dynamics" (May 29, 1990). 16 pp. Annotated throughout. Box No. 4:4, Folder No. 1.*
A revised edition of Jay W. Forrester's "Banquet Talk at the international meeting of the System Dynamics Society" in Stuttgart, Germany, July 13, 1989, in which Forrester gives "a very personal recollection of how [he] came to develop the field of system dynamics."
- [865] *Forrester, Jay W., "System Dynamics and the Lessons of 35 Years" in De Greene, Kenyon B. (ed.), The Systemic Basis of Policy Making in the 1990s (1991). 37 pp. Annotated throughout. Box No. 4:4, Folder No. 2.*
A [pre-publication?] chapter by Jay W. Forrester in De Greene, Kenyon B., The Systemic Basis of Policy Making in the 1990s, (1991) in which Forrester explores what has been learned in the field of System Dynamics since it was founded, divided into the following sections: "Introduction", "Designing Managerial and Social Systems", "A New Kind of Management Education", "Modeling for what Purpose?", "The System

- Dynamics Paradigm”, “Learning from Models”, “System Dynamics and Public Responses” and “A New Basis for Pre-College Education”.
- [866] *Draper, Frank, “Schools” (June 28, 1993). pp. 2-5. Annotated throughout.* Box No. 4:4, Folder No. 2.
A report by Frank Draper about the experience of teaching students using system dynamics, and teaching “eighth grade” students about system dynamics and how to use system dynamics software to manage “computer-simulated deer herds, [compare] human population growth trends in various regions of the world, and [design] their own food chain”. Handwritten notes on the verso of pp. 3-5 relate to Michael Goodman’s observations on Jay W. Forrester.
- [867] *Forrester, Jay W., “Designing Social and Managerial Systems” (April 25, 1991). 15 pp. Annotated throughout.* Box No. 4:4, Folder No. 2.
The transcript of a talk by Jay W. Forrester “for the Honeywell W. R. Sweatt Lecture, University of Minnesota, April 25, 1991”, in which Forrester discusses “the challenge . . . to understand far better the nature of our social, corporate, and economic systems”, and the use of system dynamics in this context, including in the field of education.
- [868] *Forrester, Jay W., “The National Economy in the 1990s—The Processes of Change” (March 20, 1990). 19 pp. Annotated throughout.* Box No. 4:4, Folder No. 2.
The transcript of a talk by Jay W. Forrester for the “Lewis E. Harris Lecture” at the University of Nebraska, March 20, 1990, in which Forrester discusses “the national economy and what might be expected during the next decade” in a system dynamics context, including a look at the use of system dynamics in the field of education. The talk is divided into the following sections: “System Dynamics”, “Modes of Economic Behavior”, “Economic Long Wave”, “Current Conditions from the Long-Wave Perspective” and “A New Basis or High School Education”.
- [869] *Mirvis, Philip H., “Foundations of the Learning Organization” (n.d.). 29 pp. Annotated throughout.* Box No. 4:4, Folder No. 2.
An [essay/book chapter?] by Philip Mirvis which provides “a selective review of [the developments of the learning organization] and their import for those who study, manage, or work in learning organizations”, and is divided into the following sections: “Systems Theory—The Discipline of Disciplines”, “On Taking Systems Seriously”, “Organizations as Social Systems”, “Organizations as Information Processors”, “Organizations as Bodies of Thought”, “Organizations as Learning Systems”, “Taking Systems Lessons Seriously”, “On Finding My Place in a Learning System” and “On Finding Your Place in the Learning System”.
- [870] *No author, The Systems Thinker, Vol. 4, No. 6 (August, 1993). 10 pp.* Box No. 4:4, Folder No. 2.
Volume 4, Number 1 of The Systems Thinker, a newsletter about systems thinking. This issue includes “Unlocking Organizational Routines that Prevent Learning” by Robert Putnam, which explores the way in which, “To create organizations that learn, members must develop a

shared understanding of how local rationalities interact to create organizational incongruities”, “Using ”Growth and Underinvestment“ for Capital Planning” by Daniel H. Kim, which explores the question, “in a ”Growth and Underinvestment“ structure: how can you tell whether your customers are defecting because of actions you are taking, or simply because of the ”natural“ dynamics of the product lifecycle?”, “Connecting Learning with Earning” by B. C. Huselton, which explores “the earning strength of business over time; a true indicator of business health and future performance potential”, and “Managed Competition: Let the Patient Beware” by Donella Meadows, which explores “the choice between two systems called single-payer and managed competition” in United States health care reform. A calendar of events for 1993-1994 is also included on p. 10. A calendar of events for August-December, 1993, is also included on p. 10.

- [871] *Senge, Peter M., “Organizational Learning: New Challenges For System Dynamics” (February 14, 1989). 14 pp. Box No. 4:4, Folder No. 2.*

A paper by Peter Senge about organizational learning in a system dynamics context, including an introduction to the subject, an explanation of the “Basic Concept” of organizational learning, a description of “learning laboratories” and their use in this area, an exploration of “New Issues and Challenges for System Dynamics”, and a discussion of the use of system dynamics models in organizational learning.

- [872] *No author, “Research Opportunity : MIT’s Organizational Learning Centre”, The MIT Report (Cambridge, MA: November, 1992).pg. 5. Photocopy. Box No. 4:4, Folder No. 2.*

A brief article describing the Organizational Learning Center at MIT, headed by Peter Senge, of which “the goal ... is to foster meaningful collaboration among a group of innovative organizations seeking to benefit from the evolving techniques of organizational learning.”

- [873] *Graham, Alan K., Morecroft, John D. W., Senge., Peter M. and Sterman, John D., “Model-supported case studies for management education”, European Journal of Operational Research, Vol. 59, No. 1 (May 26, 1992). pp. 151-166 Photocopy. Box No. 4:4, Folder No. 2.*

An article in the European Journal of Operational Research which explores two examples of “Model-supported case studies [which] promise improvement in strategic thinking skills and better integration of modeling with policy and strategy formation ... to show explicitly how cases and system dynamics models are combined and used” and explores “research questions that arise in conjunction with such work: 1) how to teach effective inquiry skills, 2) how to teach conceptualization skills, and 3) how to enhance the ability to transfer insight to new situations.”

- [874] *Sterman, John D., “Modeling Managerial Behavior: Misperceptions of Feedback in a Dynamic Decision Making Experiment”, Management Science, Vol. 35, No. 3 (March, 1989). pp. 321-339. Photocopy. Box No. 4:4, Folder No. 2.*

A paper which “reports an experiment on the generation of macrodynamics from microstructure in a common managerial context”, with an exploration of the analysis and conclusions of the experiment, and “implications for behavioral theories of aggregate social and economic dynamics” discussed.

- [875] *Paich, Mark and Sterman, John D., “Boom, bust, and failures to learn in experimental markets”, Management Science, (n.d. [1993?]). 40 pp. Box No. 4:4, Folder No. 2.*

A paper “forthcoming in Management Science” which critiques previous experiments which “suggest such dysfunctional behavior [as “overcapacity, price war, and bankruptcy”] can be caused by systematic ‘misperceptions of feedback,’ where decision makers do not adequately account for critical feedbacks, time delays, and nonlinearities which condition system dynamics.”

- [876] *No author, “Productivity Bookshelf” (Cambridge, MA: Productivity Press, Inc., n.d.). 10 pp. Photocopy. Box No. 4:4, Folder No. 2.*

A document with details of various publications and computer software relating to system dynamics, such as The Fifth Discipline by Peter Senge, The Systems Thinker Newsletter and Industrial Dynamics by Jay W. Forrester. An order form is also included.

- [877] *Sterman, John, “System Dynamics: Follow-up Resources” (n.d.). 1 pg. Box No. 4:4, Folder No. 2.*

A document which “lists some resources available for people interested in system dynamics, simulation software, management flight simulators, journals, and other information about the development and application of dynamic modeling and systems thinking around the world.”

- [878] *Richardson, George P., “Problems with Causal-Loop Diagrams”, System Dynamics Review, Vol. 2, No. 2 (Summer, 1986). pp. 158-170. Photocopy. Box No. 4:4, Folder No. 2.*

An article in “The Archives section” of System Dynamics Review, which “seeks to publish material from [the] past which can contribute to current theory and practice.” This article by George P. Richardson, originally written in 1976, “describes a variety of problems which often arise in causal-loop diagramming [in system dynamics], both in the development of the diagrams and the explication of behavior from them.”

- [879] *Morecroft, John D. W., “A Critical Review of Diagramming Tools for Conceptualizing Feedback System Models”, Dynamica : The International Journal of System Dynamics, Vol. 8, Part I, (Summer, 1982). pp. 20-29 + contents page. Photocopy. Box No. 4:4, Folder No. 2.*

An article by John D. W. Morecroft in Dynamica : The International Journal of System Dynamics, which “challenges the prominent role of causal loops in conceptualization [in system dynamics] and offers instead two new tools, the subsystem diagram and the policy structure diagram.”

- [880] *Sterman, John D., "People Express Management Flight Simulator" and no author, "People Express Management Flight Simulator Order Form" (n.d.). 1 pg. Box No. 4:4, Folder No. 2.*
A brief description of the use and purpose of "The People Express Management Flight Simulator", a "management flight simulator" package which "represents People Express Airlines", and an order form to purchase the software.
- [881] *Mosekilde, Erik, Larsen, Erik and Sterman, John, "Coping With Complexity: Deterministic Chaos in Human Decisionmaking Behavior" in Casti, John L. and Karlqvist, Anders (eds.), Beyond Belief: Randomness, Prediction and Explanation in Science (CRC Press, 1991). pp. 199-229, cover page + single sheet plate. Photocopy. Box No. 4:4, Folder No. 2.*
A chapter from Casti, John L. and Karlqvist, Anders (eds.), Beyond Belief: Randomness, Prediction and Explanation in Science, (CRC Press, 1991) which "describes an experiment with human decisionmaking behavior in simulated microeconomic environments" in which "Participants were asked to operate a simplified production-distribution chain to minimize costs", and which provides analysis and conclusions of this experiment, and explores "the consequent implications for the ability of human subjects to cope with complex dynamical systems".
- [882] *No author, "Call for Papers : 1993 International System Dynamics Conference : Hosted by I.T.E.S.M.C.E.M. July 19-23 : Mexico City" ([1993?]). 4 pp. Photocopy. Box No. 4:4, Folder No. 2.*
A call for papers for the 1993 international system dynamics conference, hosted by I.T.E.S.M.C.E.M., between July 19-23, in Mexico City, including submission guidelines and a preliminary registration form.
- [883] *No author, "System Dynamics Review : The Journal of the System Dynamics Society information sheet and order form" (Chichester, UK: John Wiley & Sons Ltd, n.d.). 2 pp. Photocopy. Box No. 4:4, Folder No. 2.*
A sheet providing information about System Dynamics Review and a "Subscription Order Form" for the journal.
- [884] *No author, "System Dynamics Group and Organizational Learning Center : 1993 Publications List" (Cambridge, MA: Sloan School of Management, Massachusetts Institute of Technology, n.d.). 17 pp. Box No. 4:4, Folder No. 2.*
A list of 1993 publications of the System Dynamics Group and Organizational Learning Center [Sloan School of Management, MIT], including publications by Jay W. Forrester, Bill Isaacs and Peter Senge.
- [885] *Kampmann, Christian and Sterman, John D., "Do Markets Mitigate Misperceptions of Feedback in Dynamic Tasks?" (Cambridge MA, Sloan School of Management, Massachusetts Institute of Technology, n.d. [1992?]). 26 pp. Photocopy. Box No. 4:4, Folder No. 2.*
A paper "To be presented at the 1992 International System Dynamics Conference, University of Utrecht, The Netherlands, 14-17 July", in which the authors "test the ability of market forces to mitigate the

dysfunctional effects of systematic 'misperceptions of feedback' - mental models which ignore critical elements of a task's feedback structure - demonstrated in prior experiments", "create a simulated multiple-agent market under two feedback complexity conditions (simple and complex) and three market institutions (fixed, market clearing, and posted prices)", and provide their conclusions.

- [886] *Foster, Diane, letter to Senge, Peter, 1 pg. Foster, Diane, "Interview: Peter Senge", 7 pp. and Foster, Diane, "Interview with Peter" (June 1, 1994). 17 pp. Annotated throughout. Box No. 4:5, Folder No. 1.*

A letter from Diane Foster to Peter Senge expressing a hope that they might "discuss other avenues for getting a longer version [of the enclosed interview] out to those interested in Dialogue/Organizational Learning", the transcript of that interview, which explores Senge's experience in the fields of system dynamics and organization development (OD), the use of dialogue in this context and the Organizational Learning Center at MIT, and a "severely edited version" of that interview which was published in Vision-Action.

- [887] *Edwards, Daniel James, "The Arrogance of the Intelligentsia: MIT - Club of Rome" (April 14, 1972). 6 pp. Photocopy. Box No. 4:5, Folder No. 1.*

An article critiquing The Limits to Growth, an MIT report sponsored by the Club of Rome which argues "that population and industry cannot continue to grow at snowballing rates without catastrophe", and World Dynamics, by Jay W. Forrester, divided into the following sections: "World Defined to End", "Suppression of Relevant Insights", "Explicit and Implicit Evidence Ignored", "Pollution Effects Defined, Adjustment Effort Ignored", "Desired Academic Improvement Lacking", "Future Investigation Areas", "ZBR - Zero Birth Rate" and "Desired Income Level".

- [888] *National Caucus of Labor Committees and Owens, Lil, letter "To the MIT Tech Editors" (April 30, 1972). 1 pg. Box No. 4:5, Folder No. 1.*

A letter from the National Caucus of Labor Committees and Lil Owens of the Boston Welfare Rights Organization, "To the MIT Tech Editors", in particular Jay W. Forrester and Dennis Meadows, criticising "The philosophy put forward by the Limits to Growth/Urban Systems team" as being "utterly transparent in both its scientific fakery and its anti-working class intent", and "challenge[ing] ... Forrester ... to defend [his] views on [the points addressed]" or be regarded as no more than "a pseudo-scientific menace trying to become a Phase III architect of austerity measures, workfare and mass regimentation of the working and unemployed population."

- [889] *Dickson, David, "The Limits to Growth and world development", New Scientist (May 11, 1972). pg. 307. Photocopy. Box No. 4:5, Folder No. 1.*

An article in New Scientist which looks at the potential impact of The Limits to Growth, an MIT report sponsored by the Club of Rome which

argues “that population and industry cannot continue to grow at snowballing rates without catastrophe.”

- [890] *Antler, Steven D., “The Familiar Specter”, The Nation (May 22, 1972). pp. 666-668. Photocopy. Box No. 4:5, Folder No. 1.*

An article in The Nation which discusses The Limits to Growth, an MIT report sponsored by the Club of Rome which argues “that population and industry cannot continue to grow at snowballing rates without catastrophe.”

- [891] *Isenman, Paul, “Growth - must it end?” (n.d.). pp. 5 + 16. Photocopy. Box No. 4:5, Folder No. 1.*

An article in an unknown publication which examines The Limits to Growth, an MIT report sponsored by the Club of Rome which argues “that population and industry cannot continue to grow at snowballing rates without catastrophe” under the subheadings “Agricultural Assumptions” and “Political Implications.”

- [892] *Kneese, Allen and Ridker, Ronald, “Predicament of Mankind”, The Washington Post (Washington, DC, March 2, 1972). pp. B1 + B9. Photocopy. Box No. 4:5, Folder No. 1.*

A review appearing in The Washington Post of The Limits to Growth, an MIT report sponsored by the Club of Rome which argues “that population and industry cannot continue to grow at snowballing rates without catastrophe.”

- [893] *Goldhamer, Jane, letter to Meadows, Dennis (Tulsa, OK: May 3, 1972). 1 pg. Photocopy. Box No. 4:5, Folder No. 1.*

A letter from Jane Goldhamer to Dennis Meadows, thanking Meadows for a previous letter and discussing the potential impact and some of the issues surrounding The Limits to Growth, an MIT report sponsored by the Club of Rome which argues “that population and industry cannot continue to grow at snowballing rates without catastrophe.”

- [894] *[Smith, Howard K.], “news report on The Limits to Growth” (n.d. [1972?]). 1 pg. Photocopy. Annotated throughout. Box No. 4:5, Folder No. 1.*

[A transcript of a news show?] dismissing The Limits to Growth, an MIT report sponsored by the Club of Rome which argues “that population and industry cannot continue to grow at snowballing rates without catastrophe.”

- [895] *Singer, S. Fred, “Do We Dare to Grow?”, The Nation, (November, 1972). pp. 527-528 + 530-531. Photocopy. Annotated throughout. Box No. 4:5, Folder No. 1.*

An article in The Nation under the rubric “Population & Pollution” which addresses three points in the argument against economic growth: “(1) The GNP does not represent quality of life”, (2) The resources of the earth, on which our prosperity is based, are finite“ and ”(3) Environmental pollution has been getting worse“, and critiques The Limits to Growth, an MIT report sponsored by the Club of Rome which argues ”that population and industry cannot continue to grow at snowballing rates without catastrophe.””.

- [896] *No author, "Dubious Doom-Crying", The Evening Star (Washington, DC, March 10, 1972). 1 pg. p. A-10. Photocopy. Box No. 4:5, Folder No. 1.*
A brief article in The Evening Star critiquing The Limits to Growth, an MIT report sponsored by the Club of Rome which argues "that population and industry cannot continue to grow at snowballing rates without catastrophe."
- [897] *Henderson, Hazel, "On the Occasion of the Presentation of the Literary Award to Norman Cousins" (May 4, 1972). 7 pp. Photocopy. Box No. 4:5, Folder No. 1.*
[The transcript of a speech given "On the Occasion of the Presentation of the Literary Award to Norman Cousins"?] which discusses the work of Norman Cousins, an "evolutionary human being" who "synthesized his concern for the environment with his long-standing commitment to world federalism", relating "environmental reform to the need for transcending the anarchy of the nation state system by developing new models of interdependent world ecological order," and which refers to World Dynamics by Jay W. Forrester, and The Limits to Growth, an MIT report sponsored by the Club of Rome which argues "that population and industry cannot continue to grow at snowballing rates without catastrophe" as a "confirmation of the validity of Norman Cousin's concern".
- [898] *Campbell, Robert, "The Potomac Report : a proposal for a film translation of The Limits to Growth" (New York, NY: Larry Madison Productions, Inc., February 29, 1972). 11 pp. and no author, "list of Larry Madison Productions, Inc. films" (Larry Madison Productions, Inc., n.d.). 5 pp. Photocopy. Box No. 4:5, Folder No. 1.*
Two documents stapled together. The first is a proposal for a film version of The Limits to Growth, an MIT report sponsored by the Club of Rome which argues "that population and industry cannot continue to grow at snowballing rates without catastrophe", which, among other things, explores the questions: "Why translate the Report to film?" and "What would such a film be like?". The second document is a list of films previously made by Larry Madison Productions, Inc., along with the sponsors and awards won by each film.
- [899] *Lesh, Donald R., "Potomac Associates and The Limits to Growth" (April 24, 1972). 5 pp. Photocopy. Box No. 4:5, Folder No. 1.*
[An open letter?] by Donald Lesh outlining the relationship between Potomac Associates and The Limits to Growth, an MIT report sponsored by the Club of Rome which argues "that population and industry cannot continue to grow at snowballing rates without catastrophe". Potomac Associates was the US publisher of The Limits to Growth.
- [900] *Bentley, William Lee, letter to Lesh, Donald (March 27, 1972) and Lesh, Donald R., letter to Bentley, William (March 29, 1972). 1 pg. Photocopy. Box No. 4:5, Folder No. 1.*
Two letters, the first from William Bentley, of Environmental Testing Service, Inc., to Donald Lesh, informing Lesh of the intention of The Environmental Testing Service to review The Limits to Growth, an

- MIT report sponsored by the Club of Rome which argues “that population and industry cannot continue to grow at snowballing rates without catastrophe” with the potential of awarding the book “the issuance of an Environmental Seal of Approval”, and a reply from Donald Lesh approving of this, and to enquire for more detail into the criteria used “to judge whether a book is ”environmentally wholesome.“””.
- [901] *[Dutton, Janis and Dutton, Tom?], “The Fifth Discipline Fieldbook by Peter Senge, Charlotte Roberts, Art Kleiner, Rick Ross, and Bryan Smith” (September 9, 1994). 1 pg. Photocopy. Box No. 4:5, Folder No. 1.*
Information regarding The Fifth Discipline Fieldbook, a book exploring how to put the theory explored in The Fifth Discipline, by Peter Senge, into practice.
- [902] *No author, “The knowledge”, The Economist (London, UK, November 11, 1995). pp. 63-64. Tear sheet. Box No. 4:5, Folder No. 1.*
An article in The Economist which explores the argument that “After much waffle, the idea that firms are learning organisations is starting to yield some practical insights”, with reference to organisational learning, General Motors, Peter Senge, the Centre for Organisational Learning at MIT and Ford Motor Company.
- [903] *Renesch, John, letter to Senge, Peter (San Francisco, CA: March 15, 1993). 1 pg. Annotated throughout. Box No. 4:5, Folder No. 1.*
A letter from John Renesch of Sterling & Stone, Inc., thanking Senge for an article and discussing the possibility on working with Senge on an organizational learning newsletter aimed at “all of the academics, consultants and line people . . . already engaged in applying these ideas to business.”
- [904] *Kleiner, Art, letter to Ecology Action East (n.d.). 1 pg. Box No. 4:5, Folder No. 1.*
A letter from Art Kleiner “To Ecology Action East” responding to an article by making suggestions for “an effective grass-roots movement against the multi-nationals”.
- [905] *No author, “The Work Company: First Six Months” (n.d.). 3 pp. Photocopy. Box No. 4:5, Folder No. 1.*
A report on the work of the Zen Center, due to “a grant of 3000and500 every two months for ten months” from the Point Foundation, into “”right livelihood” and employment and unemployment problems””, outlining several initiatives in this area which the grant was being spent on.
- [906] *Blumenfeld, Yorick, “The Scenario Society”, The Nation (June 23, 1969). pp. 788-791. Photocopy. Box No. 4:5, Folder No. 1.*
An article in The Nation by Yorick Blumenfeld which critiques scenario planning, with a focus on Herman Kahn.
- [907] *Kahn, Herman and Wiener, Anthony J., “Policy Research and Social Change” in Kahn, Herman and Wiener, Anthony J., The Year 2000 : A Framework for Speculation on the Next Thirty-Three Years (New York, NY: The Macmillan Company, 1967). pp. 396-399. Photocopy. Box No. 4:5, Folder No. 1.*

- Part of a chapter in Kahn, Herman and Wiener, Anthony J., *The Year 2000 : A Framework for Speculation on the Next Thirty-Three Years* by Herman Kahn and Tony Wiener, including a brief section titled “The Best May Be the Enemy of Good (and Sometimes Vice Versa)” which argues that “Desirability and feasibility may be separable for analytic purposes, but when it comes to making choices they are intimately related.”
- [908] *Kahn, Herman and Wiener, Anthony J., “Other Twenty-First Century Nightmares” in Kahn, Herman and Wiener, Anthony J., The Year 2000 : A Framework for Speculation on the Next Thirty-Three Years (New York, NY: The Macmillan Company, [1967?]). pp. 340-345. Photocopy. Box No. 4:5, Folder No. 1.*
 Part of a chapter in Kahn, Herman and Wiener, Anthony J., *The Year 2000 : A Framework for Speculation on the Next Thirty-Three Years* titled “D. New Mass or Elitist Movements”, which discusses the difficulty “to judge how many [current trends] are actually significant and how many are transient, idiosyncratic, or simply more of the kind of thing that society recurrently experiences and that the established elements almost always view with raised eyebrows or alarm”, arguing that “In general any group that feels it has an unsatisfactory degree of usefulness, worth, or prestige because of current trends is likely to furnish recruits to old or new emotional messianic movements” and that “It seems quite possible that there will be many such in the next thirty-three years.”
- [909] *Kahn, Herman and Wiener, Anthony J., “Comments on Science and Technology” in Kahn, Herman and Wiener, Anthony J., The Year 2000 : A Framework for Speculation on the Next Thirty-Three Years (New York, NY: The Macmillan Company, [1967?]). pp. 70-75. Box No. 4:5, Folder No. 1.*
 Part of a chapter in Kahn, Herman and Wiener, Anthony J., *The Year 2000 : A Framework for Speculation on the Next Thirty-Three Years* by Herman Kahn and Tony Wiener, titled “C. Nuclear Power” which discusses “controversial policy issues” surrounding “the applications of nuclear fission or fusion” and potential steps for effective government policy in this area.
- [910] *No author, “Why U.S. Must Stay in Asia : Interview With Herman Kahn, Foreign-Affairs Expert”, U. S. News & World Report (February 8, 1971). pp. 60-64. Photocopy. Box No. 4:5, Folder No. 1.*
 An interview with Herman Kahn in the U. S. News & World Report in which the question “What would happen if the U. S. not only quit Vietnam but pulled out of all Asia as well?” is explored, with Kahn making “a case for standing firm”.
- [911] *Ogilvy, Jay, Schwartz, Peter and Collyns, Napier, [online?] conversation (February 16, 1989). 1 pg. Box No. 4:5, Folder No. 1.*
 A written conversation [online?] which refers to Herman “Kahn’s view at the end of the sixties” in relation to optimism at the [global?] economy.
- [912] *Kahn, Herman, “Refusing to Think About the Thinkable”, Fortune*

(June 28, 1982). pp. 113-115. Photocopy. Annotated throughout. Box No. 4:5, Folder No. 1.

An article by Herman Kahn under the rubric “Books and Ideas” in Fortune, in which Kahn reviews Schell, Jonathan, The Fate of the Earth, arguing that Schell’s favourable reviewers “appear not to understand how far Schell is willing to go down the road of unilateral disarmament, appeasement, even surrender, if that is what it takes to lessen the probability of nuclear war”, and addressing “three major problems” Kahn perceives with the book: “(1) While we do not know how to measure the likelihood of nuclear war, Schell almost certainly overstates it. (2) He focuses almost exclusively on an implausible “worst-case scenario” - nuclear holocaust and global annihilation. (3) His prescription for forestalling the holocaust is morally uninspiring and politically naive.” A handwritten note on p. 113 highlights the beginning of a paragraph and suggests that Kahn is referring to Dr. Strangelove, the character in the Stanley Kubrick film of the same name.

- [913] *No author, interview transcript with Peter Passell (n.d. [1972]). 32 pp. Photocopy. Annotated throughout. Box No. 4:5, Folder No. 1.*

The transcript of an interview with Peter Passell, Professor of Economics at Columbia University, in which Passell, in response to an interviewer’s questions, critiques the conclusions of The Limits to Growth, an MIT report sponsored by the Club of Rome which argues “that population and industry cannot continue to grow at snowballing rates without catastrophe”.

- [914] *Harman, Willis, “Who I Am” (March, 1992). 2 pp. Box No. 4:5, Folder No. 1.*

A two page autobiography of Willis Harman, director of the Educational Policy Research Centre at Stanford Research Institute, which describes his early life, his education, and his spiritual awakening and beliefs.

- [915] *Kleiner, Art, “Chapter 3 draft” in The Age of Heretics (October 11, 1992). pp. 26-28, 33-37, 42-43, 54, 56, 59-60 + 67. Annotated throughout. Box No. 4:5, Folder No. 1.*

A draft of Millenarians, a chapter from The Age of Heretics by Art Kleiner, which discusses Willis Harman’s spiritual experience, his biography, his experiences using LSD at the “Sequoia Seminars . . . in which people studied the life of the historical Jesus Christ as a model for how to live”, and with Oliver “Mark” Markley, a student of Harman’s at Stanford, Markley’s subsequent education and career, the influence of Herman Kahn on the futures group at Stanford Research Institute, the link between phenomenon explored by both Harman and Pierre Wack relating to scenarios planning, a “paradigm shift” where “People would have to learn to give up their competitiveness . . . Government would have to learn to adopt an ecological ethic”, described by Willis Harman “as nothing less than a complete transformation of the country’s prevailing view of the world, on which people based their hopes and dreams”. Red annotations throughout are presumably Harman’s corrections to the draft.

- [916] Harman, Willis W., *"Signs of a Shifting Worldview: Potential Resolution of the World Dilemma" (1992). 11 pp.* Box No. 4:5, Folder No. 1.
A talk by Willis Harman "Presented at the Planet in Change Symposium, Johannesburg, South Africa, October 22-25, 1992", in which he discusses "signs of a shift in worldview which could potentially bring about resolution of the global dilemma ["that modern society is not viable on the planet in the long term, or even in the medium term"], arguing that "Ultimately it will affect every institution and every person." After an introduction the talk is divided into the following sections: "Challenge to the scientific worldview", "Implications of a "consciousness metaphor" in science", "The roots of the sustainability dilemma", "The ultimate resolution of the sustainability dilemma" and "The shifting worldview and the global dilemma".
- [917] Wakefield, Dick, *memo to Ad Hoc Interagency Committee on Futures Research (n.d.). 1 pg. Photocopy.* Box No. 4:5, Folder No. 1.
A memo from Dick Wakefield to the Ad Hoc Interagency Committee on Futures Research outlining plans to "have outside speakers discussing areas relevant to our Project 2000" at the July and August, 1972 meetings of the committee.
- [918] Wakefield, Dick, *memo to Ad Hoc Interagency Committee on Futures Research (January 10, 1973). 1 pg. Photocopy.* Box No. 4:5, Folder No. 1.
A memo from Dick Wakefield to the Ad Hoc Interagency Committee on Futures Research regarding an enclosed paper titled "The U. S. and World Society: a Synthesis of Views of Current Societal Dynamics and their Implications for the Future" by William Gevarter, with the option raised for "discussion of the area of societal dynamics and forecasting for predicting the future".
- [919] Scheele, D. Sam, *letter to Gideonse, Hendrick [sic] (May 10, 1971), Scheele, D. Sam, letter to Gideonse, Hendrik (April 16, 1971) and no author, "Some Other Resources Persons We've Invited (n.d.). 3 pp. Photocopy.* Box No. 4:5, Folder No. 1.
Two letters from D. Sam Scheele to Hendrik Gideonse, the first asking Gideonse to take part in "the first national competition on alternative designs for education" in an effort "to give flesh and bones to several educational concepts that cannot be seriously considered as piecemeal extensions of the existing school systems", and the second thanking Gideonse for a copy of a paper by Gideonse, as well as for suggesting contacts to Scheele and referring to correspondence between Scheele and Ribicoff in 1969 regarding "alternative delivery systems" that Ribicoff "was going to refer to the sub-committee on Executive Reorganization". Also included is a list of names under the heading "Some Other Resources Persons We've Invited", including Charles Silberman, Alvin Toffler, Carl Rogers, Ivan Illich, Willis Harmon [sic] and Hendrick [sic] Gideonse.
- [920] Markley, O. W., *"Explaining and Implementing Futures Research: Part I—A Developmental Perspective" and "Explaining and Imple-*

menting Futures Research: Part II—More Architectures for Anticipatory Management”, in Didsbury, Howard F., Jr. (ed.), *The Future: Opportunity Not Destiny, A book of readings for the World Future Society’s Sixth General Assembly “Future View: The 1990’s and Beyond”*, Washington D.C., July 16-20, 1989 (Bethesda, MD: World Future Society, n.d. [1989?]). pp. 183-213. Photocopy. Box No. 4:5, Folder No. 1.

Two book chapters in Didsbury, Howard F. Jr., *The Future: Opportunity Not Destiny*, (1989) on futures research. The first explores the question “What are the major problems faced by practitioners of the professional futures field?” by addressing two concerns: “1. How to explain the futures field to those who are unfamiliar with its unique outlook, assumptions and methods—debunking preconceived notions and setting realistic expectations for what it entails; and 2. How to achieve successful implementation of forecasts and other futures research results, especially in organizational cultures in which decision-making based on credible foresight is not readily supported.” The second chapter aims “to convey several process “architectures” which are especially appropriate for anticipating and detecting what was defined in Part I as “Type IV” (high turbulence) environments, a hitherto left out aspect of most issues management methodologies”.

- [921] *No author, “Discussion with Jay Forrester, Dan Kim and Alan Graham, Sloan School, MIT—December 7, 1990” (December 7, 1990). 33 pp.* Box No. 4:5, Folder No. 1.

A discussion between Jay W. Forrester, Alan Graham and Dan Kim, compered by an unknown speaker identified as “CCM”, in which, among other things, systems dynamics from a corporate perspective is discussed.

- [922] *Janssen, Richard F., “The Outlook : Appraisal of Current Trends In Business and Finance”, The Wall Street Journal (New York, NY, April 10, 1972). 1 pg. Photocopy.* Box No. 4:5, Folder No. 1.
An article in The Wall Street Journal by Richard F. Janssen about the reaction to The Limits to Growth, an MIT report sponsored by the Club of Rome which argues “that population and industry cannot continue to grow at snowballing rates without catastrophe”.

- [923] *Udall, Stewart L., “The Peculiar Presentation” (March 7, 1972). 1 pg. Annotated throughout.* Box No. 4:5, Folder No. 1.
A “poking fun poem ... Dedicated to the Fearsome Foursome!” by Stewart L. Udall, which aims to respond to the controversy surrounding The Limits to Growth, an MIT report sponsored by the Club of Rome which argues “that population and industry cannot continue to grow at snowballing rates without catastrophe” ironically.

- [924] *Wallich, Henry C., “More on Growth”, Newsweek, March 13, 1972). 1 pg. Photocopy.* Box No. 4:5, Folder No. 1.
An article by Henry C. Wallich which refutes The Limits to Growth, an MIT report sponsored by the Club of Rome which argues “that population and industry cannot continue to grow at snowballing rates without catastrophe.”

- [925] *Wallich, Henry C., "Growth or No Growth: Which Road to Survival" (April 21, 1972). 8 pp. Photocopy. Box No. 4:5, Folder No. 1.*
A talk by Henry C. Wallich "to the American Society of Newspaper Editors, April 21, 1972, Washington, D. C." about the conclusions of The Limits to Growth, an MIT report sponsored by the Club of Rome which argues "that population and industry cannot continue to grow at snowballing rates without catastrophe", in which Wallich argues that "Dr. Meadows [co-author of The Limits to Growth] uses inappropriate methods to arrive at his results ... [which] are almost certainly wrong ... [and] in the very unlikely case that he were even remotely right, his prescription to stop growth would still be wrong." Due to the quality of the photocopy, pp. 5-6 are largely illegible.
- [926] *Wallich, Henry C., "How to Live with Economic Growth", Fortune (October, 1972). pp. 113-116 + 121-122. Photocopy. Box No. 4:5, Folder No. 1.*
An article by Henry C. Wallich which refutes The Limits to Growth, an MIT report sponsored by the Club of Rome which argues "that population and industry cannot continue to grow at snowballing rates without catastrophe" and proposes alternative measures in response to such problems put forward by The Limits to Growth.
- [927] *Michael, Donald N., "3. Planning's Challenge to the Systems Approach" in Linstone, Harold A. and Simmonds, W. H. Clive (eds.), Futures Research: New Directions (Addison-Wesley Publishing Company, Inc., 1977).. pp. 91-99. Photocopy. Box No. 4:5, Folder No. 2.*
A chapter in Linstone, Harold A. and Simmonds, W. H. Clive (eds.), Futures Research: New Directions, in which Don Michaels shares "where [he is] in [his] struggles to understand some of the issues of effective long-range social planning."
- [928] *Forrester, Jay W., "Energy Policy" (April 8, 1979). v + 18 pp. Box No. 4:5, Folder No. 2.*
A paper by Jay W. Forrester which was delivered as the Keynote Address at the Annual Meeting of the American Institute of Aeronautics and Astronautics in Washington, D. C. on February 6, 1979, which explores the energy policy of the United States, divided into the following sections "What is the Energy Problem?", "Imbalances Involving Energy", "Long Wave of Capital Construction" "Low-Leverage Policies in Energy" and "A High-Leverage Policy for Energy".
- [930] *Joiner, William B., "Argyris in Perspective" (n.d.). 26 pp. Box No. 4:5, Folder No. 2.*
A document looking back at the significance of the work of Chris Argyris on the field of Organization Development (OD) Incomplete. Document is heavily marked and partly damaged [by ink, damp or both?] but is fully legible." MOULD - REMOVED [nb published in Contracting for Organization Development Consultation.
- [931] *Argyris, Chris, "Skilled Incompetence: An Organizational Para-*

dox" (December, 1985). 26 pp. Annotated throughout. Box No. 4:5, Folder No. 2.

A [paper?] by Chris Argyris about skilled incompetence [whereby managers use routine behaviour (skills) with unintended consequences (incompetence)] and looks at the underlying reasons for this phenomenon, including an exploration of "defensive routines". The document is divided into the following sections: "Strategy implementation and organizational change", "Mixed messages and decentralization", "The logic embedded in the mixed messages", "Inconsistencies and dilemmas created by defensive routines", "Reactions to organizational defensive routines", "Using your mind effectively gets you in trouble", "Skilled incompetence", "Five steps for reducing defensive routines", "Excellence and defensive routines", "What would it be like to work in an organization dedicated to reducing defensive routines?". Document is heavily marked and partly damaged but is fully legible." MOULD - REMOVED [nb published in HBR Sep 1986).

- [932] *No author [Kahn, Herman?], "Synoptic Context One : The Prospects for Mankind and A Year 2000 Ideology" (Croton-on-Hudson, NY: Hudson Institute, Inc., August 1, 1972). 59 pp. Photocopy. Box No. 4:5, Folder No. 3.*

A "working document" produced by the Hudson Institute which "describes the preliminary thinking that [the Hudson Institute brought] to [their] project on The Prospects for Mankind and a Year 2000 Ideology ... in sufficient detail to enable the reader to become familiar with the main ideas". The paper is divided into the following sections: "Possible Role for a Year 2000 Ideology", "Current Problems of "Progress" (Mostly in Developed Societies)", "Long-Term ERE (Energy, Resources, and Environment) Issues", "Post-Industrial Society—A Common Concept in Western Culture", "Medium/Long-Term Political, Military, and Social Issues", "Special and More or Less Fortuitous Factors and their Possible Use", "Many Mountains Up to "Heaven" (i.e., the Post-Industrial Culture) - Many Roads Up Each Mountain", "Some Issues Which Might Block "Progress" or Bring Catastrophe", and "Tentative Suggestions for a Program".

- [933] *Silk, Leonard, "Questions Must Be Raised About the Imminence of the Disaster", Meadows, Dennis, et al., "On Reaching a State of Global Equilibrium" (New York, NY: The New York Times, March 13, 1972), Silk, Leonard, "On the Imminence of Disaster" and Deutch, Michael J., "Letters to the Editor : The New Challenge: To Protect and to Grow" (New York, NY: The New York Times, March 14, 1972). Loose sheets. Photocopy. Box No. 4:5, Folder No. 3.*

Two articles in The New York Times by Leonard Silk which explore the conclusions of The Limits to Growth [an MIT report sponsored by the Club of Rome which argues "that population and industry cannot continue to grow at snowballing rates without catastrophe"], excerpts from The Limits to Growth under the heading "On Reaching a State of Global Equilibrium", and a "Letter to the Editor" by Michael J. Deutch which argues that the US "can surmount these problems [put forth by

The Limits to Growth] and face the challenges of the future without giving up economic growth” by a combination of “Intelligent planning, self-control and better husbandry of ... natural resources”.

- [934] *Passell, Peter, Roberts, Marc and Ross, Leonard, “review of The Limits to Growth”, The New York Times Book Review (New York, NY, April 2, 1972) and no author, “Debate Topic: Survival”, Los Angeles Times (Los Angeles, CA April 2, 1972). 8 pp. Photocopy. Annotated throughout. Box No. 4:5, Folder No. 3.*

A book review by Peter Passell, Marc Roberts and Leonard Ross of *The Limits to Growth*, an MIT report sponsored by the Club of Rome which argues “that population and industry cannot continue to grow at snowballing rates without catastrophe”, which argues that *The Limits to Growth* “is an empty and misleading work ... which takes arbitrary assumptions, shakes them up and comes out with arbitrary conclusions that have the ring of science”, and which, being “Less than pseudo-science and little more than polemical fiction ... is best summarized not as a rediscovery of the laws of nature but as a rediscovery of the oldest maxim of computer science: Garbage In, Garbage Out.” The article also critiques *World Dynamics* and *Urban Dynamics* by Jay W. Forrester. Also included on the last page is part of an article titled “Debate Topic: Survival” which looks at the impact of *The Limits to Growth* on the political debate around growth.

- [935] *No author [Meadows, Dennis?], letter to Bray, Jeremy (April 3, 1972). 4 pp. Photocopy. Box No. 4:5, Folder No. 3.*

A letter from an author [Dennis Meadows?] of *The Limits to Growth*, an MIT report sponsored by the Club of Rome which argues “that population and industry cannot continue to grow at snowballing rates without catastrophe” to Jeremy Bray, of Mullard Limited, addressing several points of a draft copy of a paper by Bray about *The Limits to Growth*.

- [936] *Stickel, David W., letter to Leonard, John Editor of The New York Times Book Review (New York, NY, April 3, 1972). 2 pp. Photocopy. Box No. 4:5, Folder No. 3.*

A letter from David W. Stickel, Assistant Professor of Biology at Holyoke Community College, to John Leonard, Editor of *The New York Times Book Review*, objecting to the review of *The Limits to Growth*, [an MIT report sponsored by the Club of Rome which argues “that population and industry cannot continue to grow at snowballing rates without catastrophe”] by Peter Passell, Marc Roberts and Leonard Ross on the grounds that it is “totally unscientific principally because the reviewers based their criticism on the tested and now discredited idea that technology can still solve all the problems of mankind.”

- [937] *Du Boff, Richard B., letter to Leonard, John Editor of The New York Times Book Review (April 5, 1972). 2 pp. Photocopy. Annotated throughout. Box No. 4:5, Folder No. 3.*

A letter from Richard B. Du Boff, Associate Professor of Economics at Bryn Mawr College, to John Leonard, Editor of *The New York Times Book Review*, objecting to the review of *The Limits to Growth*, [an

MIT report sponsored by the Club of Rome which argues “that population and industry cannot continue to grow at snowballing rates without catastrophe”] by Peter Passell, Marc Roberts and Leonard Ross on the grounds that it is “an unrelieved, intemperate polemic— polished off with inevitable paragraph-ending rhetorical flourishes— that does a grave injustice to a carefully constructed and very moderately phrased study of what could be the ultimate dilemma for man.”

- [938] *Gelbspan, Ross, “The Limits to Passell, Roberts, and Ross”, The Village Voice (New York, NY, April 6, 1972). p. 14. Photocopy. Box No. 4:5, Folder No. 3.*

An article in The Village Voice critiquing the review of The Limits to Growth, [an MIT report sponsored by the Club of Rome which argues “that population and industry cannot continue to grow at snowballing rates without catastrophe”] by Peter Passell, Marc Roberts and Leonard Ross, which appeared in The New York Times Book Review, on the grounds that “Not only is each argument [presented in the review] wrong ... but each one proves in its own way that the reviewers have failed to comprehend the systemic life-view which underlies the report”.

- [939] *Hansen, Robert J., Holley, Myle J., Rose, David J., Seifert, William W. and White, David C., letter to Leonard, John Editor of The New York Times Book Review (April 7, 1972). 6 pp. Photocopy. Annotated throughout. Box No. 4:5, Folder No. 3.*

A letter from several academics in the engineering field to John Leonard, Editor of The New York Times Book Review, objecting to the review of The Limits to Growth, [an MIT report sponsored by the Club of Rome which argues “that population and industry cannot continue to grow at snowballing rates without catastrophe”] by Peter Passell, Marc Roberts and Leonard Ross, on the grounds that “both the authors and publishers of such reviews are doing society a great disservice, if, by condemning this book ... they lull any significant number of people into feeling that there are not serious questions regarding continued exponential growth” and that “it is naive to believe that technological advances will render the questions themselves invalid.”

- [940] *Seifert, W. W., letter to Professor Meadows, Dennis (April 7, 1972) and Meadows, Dennis, letter to Hansen, Robert J. (April 11, 1972). 1 pg. Photocopy. Box No. 4:5, Folder No. 3.*

Two letters. The first, from William Seifert to Dennis Meadows, informs Meadows that Seifert and some others have drafted a letter to John Leonard, Editor of The New York Times Book Review, objecting to the review of The Limits to Growth, [an MIT report sponsored by the Club of Rome which argues “that population and industry cannot continue to grow at snowballing rates without catastrophe”] by Peter Passell, Marc Roberts and Leonard Ross and asks for any thoughts on the matter. The second letter, from Dennis Meadows to Robert Hansen, thanks Hansen for his “response to the New York Times book review”, and explains that Meadows et al., “have not responded to any review in part because Limits speaks for itself and because of the work remaining on volume 2 and 3 of [their] report.”

- [941] *Silk, Leonard, "Predicament of Mankind : In a No-Growth World, Business Would Find Some Means of Adapting", The New York Times (New York, NY, April 12, 1972). pp. 59 + 65. Photocopy. Box No. 4:5, Folder No. 3.*
An article in The New York Times which discusses a "symposium on The Limits to Growth [an MIT report sponsored by the Club of Rome which argues "that population and industry cannot continue to grow at snowballing rates without catastrophe"] which was attended by American businessmen and bankers as well as by natural and social scientists" and economists, with a focus on the economists' perspective of The Limits to Growth.
- [942] *Wilson, Ian H., letter to Leonard, John Editor of The New York Times Book Review (April 14, 1972). 1 pg. Photocopy. The business card of Wilson, Ian H. is also photocopied, Annotated throughout. Box No. 4:5, Folder No. 3.*
A letter from Ian Wilson to John Leonard, Editor of The New York Times Book Review, objecting to the review of The Limits to Growth, [an MIT report sponsored by the Club of Rome which argues "that population and industry cannot continue to grow at snowballing rates without catastrophe"] by Peter Passell, Marc Roberts and Leonard Ross, on the grounds that "Not only was much of the language and tone unscholarly, but the review persistently, almost deliberately, misstated important aspects of the book's thesis, assumptions and conclusions."
- [943] *Wilson, Ian H., letter to the Editor of The New York Times (April 20, 1972). 2 pp. Photocopy. Box No. 4:5, Folder No. 3.*
A letter from Ian Wilson to the Editor of The New York Times critiquing "Leonard Silk's article on "The Predicament of Mankind" (April 12)" on the grounds that "in place of the serious recommendations [for a "no-growth world, [in which] business would find some means of adapting"] that [Wilson] had expected, [he] found at the end of his article an entirely facetious excerpt from the annual report of the Cosmos Corp. in the year 2000."
- [944] *Various authors, "The Limits to Growth : Letters to the Editor", The New York Times Book Review (New York, NY, July 30, 1972). 4 pp. Photocopy, Annotated throughout. Box No. 4:5, Folder No. 3.*
Excerpts from a selection of the "record outpouring of letters ... from the scientific community (and lay correspondents)" responding to the review of The Limits to Growth, [an MIT report sponsored by the Club of Rome which argues "that population and industry cannot continue to grow at snowballing rates without catastrophe"] by Peter Passell, Marc Roberts and Leonard Ross, "followed by Mr. Ross's reply for the triumvirate."
- [945] *Lesh, Donald R., letter to Meadows, Dennis (August 17, 1972) and no author, "Proceedings of A Conference On The Limits to Growth" (Washington, DC: March 2, 1972). pp. 1-145. Photocopy. Box No. 4:5, Folder No. 3.*

A letter from Donald R. Lesh of Potomac Associates to Dennis Meadows regarding the attached “transcript of the March 2 Smithsonian Institution meeting” on The Limits to Growth, an MIT report sponsored by the Club of Rome which argues “that population and industry cannot continue to grow at snowballing rates without catastrophe”, and the transcript itself, in three separate stapled parts, which consists of the “Proceedings of A Conference On The Limits to Growth Sponsored By The Club of Rome, Potomac Associates, The Smithsonian Institution and The Woodrow Wilson International Center for Scholars : March 2, 1972, Smithsonian Institution Building, Washington, DC”, divided into the following sections: “Introductory Remarks” by Benjamin H. Read, Director of the Woodrow Wilson International Center for Scholars, “Presentation of The Limits to Growth, by Dennis L. Meadows of the Massachusetts Institute of Technology, ”General Discussion“, ”Statement on Next Steps“ by Dennis L. Meadows, ”Remarks by the Honorable Elliot L. Richardson, Secretary [of] Health, Education and Welfare“, ”The Club of Rome and The Limits to Growth“ by Aurelio Peccei, Alexander King and Eduard Pestel, of the Club of Rome, ”Panel Discussion on the Limits to Growth Project“ by Carroll L. Wilson of the Club of Rome, and Dennis L. Meadows, Donella H. Meadows, Jørgen Randers, William W. Behrens III, Jay Anderson and Roger F. Naill of Massachusetts Institute of Technology and members of The Limits to Growth research team, ”Panel Discussion on the Implications of Equilibrium“ by Philip Ableson, Editor of Science magazine, Lester R. Brown, a Senior Fellow of the Overseas Development Council, Edward Morgan of ABC News and Antonie T. Knoopers, President of Merck & Co., and ”Concluding Remarks” by Carroll L. Wilson.

- [946] *Platt, John R., letter to Meadows, Donella and Dennis (February 23, [1972]), Hess, David, “Column for Sunday”, The Miami Herald (Miami, FL, February 25, 1972) and Montalbano, William, “World Destiny”, The Miami Herald (Miami, FL, February 24, [1972]). 11 pp. Photocopy. Box No. 4:5, Folder No. 3.*

A letter from John Platt of the Mental Health Research Institute to Dana and Dennis Meadows praising them for The Limits to Growth, an MIT report sponsored by the Club of Rome which argues “that population and industry cannot continue to grow at snowballing rates without catastrophe”, the script of a column [in the Miami Herald?] by David Hess responding to The Limits to Growth and an article [in the Miami Herald?] by William Montalbano, also responding to The Limits to Growth. Due to the quality it is difficult to read in some.

- [947] *Montalbano, William, “Computer Predicts World Collapse”, The Miami Herald (Miami, FL, February 27, 1972). 4 pp. Photocopy. Box No. 4:5, Folder No. 3.*

An article by William Montalbano in The Miami Herald responding to The Limits of Growth, an MIT report sponsored by the Club of Rome which argues “that population and industry cannot continue to grow at snowballing rates without catastrophe.”

- [948] *Reinhold, Robert, “M.I.T. Study Warns of Perils in Growth of Population and Industrial [sic] Output”, The New York Times (New*

- York, NY, February 27, 1972). 2 pp. Photocopy. Two copies. Box No. 4:5, Folder No. 3.
- Part of an article by Robert Reinhold in The New York Times responding to The Limits to Growth, an MIT report sponsored by the Club of Rome which argues “that population and industry cannot continue to grow at snowballing rates without catastrophe.”
- [949] *No author, “Computer Warning: Stop Growth or Face Doom”, The Denver Post (Denver, CO, February 27, 1972). p. 47. Photocopy. Box No. 4:5, Folder No. 3.*
- Part of an article in The Denver Post exploring the conclusions of The Limits to Growth, an MIT report sponsored by the Club of Rome which argues “that population and industry cannot continue to grow at snowballing rates without catastrophe.”
- [950] *Cohn, Victor, “Scholar at MIT Will Present Stop-Growth-or-Die Report”, The Washington Post (Washington, DC, February 27, 1972). 1 pg. p. A3. Photocopy. Box No. 4:5, Folder No. 3.*
- An article Victor Cohn in The Washington Post exploring the conclusions of The Limits to Growth, an MIT report sponsored by the Club of Rome which argues “that population and industry cannot continue to grow at snowballing rates without catastrophe.”
- [951] *No author, “Mankind Is Warned of Hazards in the Growth of Population and Industrial Output”, The New York Times (New York, NY, February 27, 1972). 1 pg. p. 48. Photocopy. The first part of the article is missing. Box No. 4:5, Folder No. 3.*
- Part of an article in The New York Times exploring the conclusions of The Limits to Growth, an MIT report sponsored by the Club of Rome which argues “that population and industry cannot continue to grow at snowballing rates without catastrophes.”
- [952] *Reinhold, Robert, “Warning on Growth Assayed”, The New York Times (New York, NY, March 3, 1972). 1 pg. Photocopy. Box No. 4:5, Folder No. 3.*
- An article in The New York Times regarding The Limits to Growth, an MIT report sponsored by the Club of Rome which argues “that population and industry cannot continue to grow at snowballing rates without catastrophe.”
- [953] *Hacker, David W., “Doomsday: Some Young Researchers Say It’s a Century Away Unless Mankind Puts a Lid on Growth” (n.d. [March/April, 1972?]). 1 pg. Photocopy. Box No. 4:5, Folder No. 3.*
- An article regarding The Limits to Growth, an MIT report sponsored by the Club of Rome which argues “that population and industry cannot continue to grow at snowballing rates without catastrophe.”
- [954] *Hess, David, “But Who Wants to Believe The World’s Going to End?” (March 5, 1972). 1 pg. Photocopy. Box No. 4:5, Folder No. 3.*

An article regarding the reaction to The Limits to Growth, an MIT report sponsored by the Club of Rome which argues “that population and industry cannot continue to grow at snowballing rates without catastrophe.”

- [955] *Gelbspan, Ross, “This story is about the end of the world”, The Village Voice (New York, NY, March 9, 1972). 1 pg. Photocopy.* Box No. 4:5, Folder No. 3.

An article in The Village Voice regarding The Limits to Growth, an MIT report sponsored by the Club of Rome which argues “that population and industry cannot continue to grow at snowballing rates without catastrophe.”

- [956] *Gillette, Robert, “The Limits to Growth: Hard Sell for a Computer View of Doomsday”, Science, Vol. 175, No. 4026 (March 10, 1972). 3 pp. Photocopy.* Box No. 4:5, Folder No. 3.

An article in Science regarding The Limits to Growth, an MIT report sponsored by the Club of Rome which argues “that population and industry cannot continue to grow at snowballing rates without catastrophe.”

- [957] *Chucker, Harold, “Difficult road to equilibrium”, The Minneapolis Star (Minneapolis, MN, March 14, 1972). 1 pg. Photocopy.* Box No. 4:5, Folder No. 3.

An editorial by Harold Chucker in The Minneapolis Star which looks at China as a “model” of a country which “impose[s] limits upon [itself] and [its] production of material goods to achieve a state of global equilibrium, with population and production in balance”, in response to The Limits to Growth, an MIT report sponsored by the Club of Rome which argues “that population and industry cannot continue to grow at snowballing rates without catastrophe.”

- [958] *No author, “A new course for ‘spaceship earth’?” and no author, “The ultimate ‘Silent Spring’?”, Chemical Week (March 15, 1972). 4 pp. Photocopy.* Box No. 4:5, Folder No. 3.

Two brief articles in Chemical Week regarding The Limits to Growth, an MIT report sponsored by the Club of Rome which argues “that population and industry cannot continue to grow at snowballing rates without catastrophe.”

- [959] *Crawford, Kenneth, “Can We Halt Growth Or Is It Too Late?”, The Washington Post (Washington, DC, March 21, 1972). 1 pg. Photocopy.* Box No. 4:5, Folder No. 3.

An article in The Washington Post which looks at the reactions to The Limits to Growth, an MIT report sponsored by the Club of Rome which argues “that population and industry cannot continue to grow at snowballing rates without catastrophe.”

Box 5:1 - 5:5

- [960] *Lovins, Amory B., letter to the Division of Refuge Management at the US Fish & Wildlife Service (January 22, 1987). 9 pp. Photocopy. Box No. 5:1, Folder No. 1.*
A letter from Amory Lovins to the Division of Refuge Management at the US Fish & Wildlife Service which “comments on the Department of the Interior’s Draft Arctic National Wildlife Refuge [ANWR], Alaska, Coastal Plain Resource Assessment, which recommends opening to full oil and gas leasing the coastal plain of the Arctic National Wildlife Refuge” and “deal[s] with the Draft’s grossly inadequate and misleading treatment of two issues: national energy needs and policies, and the economic evaluation of the 1002 area [the ANWR]”. After an introduction the letter is divided into the following sections: “Omission of energy-efficiency alternative” “Energy security issues”, “Economic benefits claimed”, and “Exaggeration of benefits”.
- [961] *Lovins, Amory B., “Arctic National Wildlife Refuge (ANWR) Oil vs. Other Options”, “A Few Facts About Using Oil Efficiently” and “What the Interior Department Didn’t Tell You About Oil Leasing in the Arctic National Wildlife Refuge (ANWR)...” (Rocky Mountain Institute, January 23, 1988). 3 pp. Box No. 5:1, Folder No. 1.*
A document in three parts “From: Amory B. Lovins” regarding oil leasing in the Arctic National Wildlife Refuge (ANWR). The first, “Arctic National Wildlife Refuge (ANWR) Oil Vs. Other Options” looks at alternative means of finding 3.23 billion barrels of oil to the US Interior Department’s plans to extract it from the ANWR. The second, “A Few Facts About Using Oil Efficiently” looks at ways in which extracting oil from the ANWR is less efficient than alternative measures. The third part outlines five areas regarding the US Interior Department’s proposals for oil leasing in the ANWR: “How they [the US Interior Department] assumed ridiculous oil prices”, “How they further inflated oil-finding prospects by five-fold”, “How they ”found“ twice the oil the State of Alaska did”, “How they stretched the ”benefits“ out of proportion” and “How they exaggerated the importance of the oil”.
- [962] *Lovins, Amory B., letter to Studds, Gerry E. (April 16, 1988) and Lovins, A. B. and Lovins, L. H., “Arctic Pipelines”, in Lovins, A. B. and Lovins, L. H., Brittle Power: Energy Strategy for National Security (Andover, MA: Brick House Publishing, 1982). 12 pp. Box No. 5:1, Folder No. 1.*
A letter from Amory Lovins to the Hon. Gerry E. Studds, Chairman of the Subcommittee on Fisheries and Wildlife Conservation and the Environment, of the Committee on Merchant Marine and Fisheries, of the U.S. House of Representatives, which serves as a “brief for-the-record response to the ”Critique #20“ by Ursula Guerrieri of the American Petroleum Institute” which itself is a response to “a ... draft op-ed which [Lovins] prepared ... for a newspaper ... [which] was not in fact published” in which Lovins argues that “ANWR oil is not worth extracting” and offers alternatives. After an introduction the letter is divided

into the following sections: "Premises", "Potential ANWR Petroleum Resources and Reserves", "Lead times and piece trajectories", "Potential oil savings in buildings", "Light vehicles revisited", "Why isn't it happening already?" "Costs of saving oil", "Macroeconomic effects" and "Opportunity costs". The last two pages consist of an extract from *Brittle Power: Energy Strategy for National Security* by Amory Lovins and L. H. Lovins, which looks at the "unique and daunting vulnerabilities" presented by the Trans-Alaska Pipeline System (TAPS), "because of its remoteness, length and special construction."

- [963] *Kleiner, Art, "Against the grain of social responsibility at Shell" in The Age of Heretics (March 6, 1995). pp. 647, 650-665. Annotated throughout. Box No. 5:1, Folder No. 1.*

Part of a draft of a chapter from *The Age of Heretics* by Art Kleiner which explores social responsibility at Shell, including Shell's group planning department, the development of scenario planning and the role of Amory Lovins in this department, with reference to Pierre Wack, Ted Newland, Herman Kahn and Stewart Brand. Handwritten corrections by Amory Lovins appear throughout.

- [964] *No author, a WorldCat record for the search "lovins, amory", limited to 1976, which shows a number of publications by Lovins, Amory (n.d.). 2 pp. Box No. 5:1, Folder No. 1.*

A printout of a WorldCat record for the search "lovins, amory", limited to 1976 [although results range from 1971-1975], which shows a number of publications by Lovins including *Non-Nuclear Futures : The Case for An Ethical Energy Strategy* and *World Energy Strategies*.

- [965] *Rothman, Howard, "Amory Lovins", Business Ethics (March/April, 1996). pp. 33-36. Tear sheets. Box No. 5:1, Folder No. 1.*

An interview with Amory Lovins in *Business Ethics* which looks at Lovins' education and career up to his role in "Rocky Mountain Institute (RMI) [a non-profit organization which proposes "integrated solutions to overlapping problems in such areas as development, energy, water, agriculture, transportation, economic renewal, and global security" which Lovins] created with his wife ... in 1982", the "corporate world's reaction to" Lovins' ideas ["for merging environmentalism with capitalism"], the "organizations and individuals" which RMI consults for, the future importance of "using the Internet and WorldWideWeb to disseminate information" and "the future of energy".

- [966] *No author, "Doomsday's further away now : Amory Lovins sees energy conservation even in the marketplace", The Boston Globe (Boston, MA, May 12, 1996). p. 67. Photocopy. Box No. 5:1, Folder No. 1.*

An interview with Amory Lovins in *The Boston Globe* which looks at how the world has changed in the twenty years since Lovins' published an article, "Energy Strategy: The Road Not Taken?" which "proposed that the world had to choose between the "hard path" of nuclear and coal-fired energy or the "soft path" of conservation and renewable energy sources such as solar power", as well as Lovins' work during this time relating to resource issues, his proposed "hypercar" which "could achieve the equivalent of about 150 miles per gallon in gasoline", his

work restructuring electric utilities, and his work with his non-profit organization Rocky Mountain Institute.

- [967] *Lovins, Amory B., "Thermal Limits to World Energy-Use", Bulletin of the Atomic Scientists (April 12, 1975) 16 pp. Photocopy. Box No. 5:1, Folder No. 1.*

A "slightly simplified version of a technical paper first circulated in 1970" in which Lovins "suggests that heat released by man's rapidly increasing energy-use may seriously perturb global climate in $\sim 10^2$ yr; and that until better understanding of climatic feedback mechanisms has refined calculations, plans to attack resource problems with large injections of nuclear energy are premature", divided into the following sections: "Introduction", "Radiation Balance", "Climatic Instabilities", "Hydrologic Feedback Mechanisms", "Manmade Heat", "Perturbations to Radiant Balance", and "Policy Implications".

- [968] *No author, "Supplement to Amory Lovins's Response to National Economic Research Associates Inc.'s Critique "Multiple Paths for Energy Policy: A Critique of Lovins' Energy Strategy" (n.d.). And Lovins, Amory B., "How to Keep Electric Utilities Solvent", a letter to various US politicians, academics and NGO members (February 26, 1981). 16 pp. Photocopy. Box No. 5:1, Folder No. 1.*

A "supplement" which addresses several points of criticism against the energy strategy proposed by Amory Lovins, such as "Whether Lovins is saying price elasticity is large or small", "Whether Lovins' technical fixes require investment" and "Whether Lovins is "misleading" in discussing trebled transport efficiency", followed by a letter from Lovins to various US politicians, academics and NGO members titled "How to Keep Electric Utilities Solvent" which addresses "how to keep one or more major U.S. investor-owned utilities from becoming visibly bankrupt."

- [969] *Myers, Richard, "A Crossroads in U.S. Energy Policy?", Energy Daily, (December 16, 1976). pp. 466-469. Photocopy. Box No. 5:1, Folder No. 1.*

An article originally published in Energy Daily, December 16, 1976, collected in an unknown book, which explores the issues raised by Amory Lovins' article "Energy Strategy: The Road Not Taken?", divided into the following sections: "British Environmentalist Amory Lovins Inspires a Fierce Debate", "Questioning the Status Quo", "Where are the Answers" and an insert article, "ERDA [the Energy Research and Development Administration] will Undertake its Own Review of Lovins Ideas".

- [970] *Davis, R. H., "Report and Critique-Conference on Future Strategies for Energy Development" (October 20-21, 1976), Lapp, Ralph E., letter to Gaylord Nelson (December 22, 1976), no author, "Comments on A. B. Lovins' article "Energy Strategy-The Road Not Taken," Foreign Affairs, October 1976. Tabular data as supplemented in Congressional Record, p. S17893, October 1, 1976" ([October, 1976?]), Nelson, Gaylord, letter to Lapp, Ralph (January 18, 1977), Lapp, Ralph, letter to Nelson, Gaylord (January 24, 1977), no author, "Comments on Senator Nelson's Opening Statement, 9 Dec. 1976, "Energy Strategy: The Industry, Small Business and*

Public Stakes"" (December, 1976), Lovins, Amory B., excerpt from letter to Raymond D. Watts (March 1, 1977), no author, "One-sheet summary of Dr. Lapp's critique of Mr. Lovins' Foreign Affairs article" (October, 1976), and Nelson, Gaylord, letter to Lapp, Ralph (April 22, 1977). pp. 498-530. Photocopy. Box No. 5:1, Folder No. 1.

A collection of sections from Yulish, Charles B. (ed.), *Soft vs Hard Energy Paths: 10 Critical Essays on Amory Lovins' "Energy Strategy: The Road Not Taken?"* which consists of a "Report and critique by R. H. Davis, Professor of Physics, Florida State University" on the "Conference on Future Strategies for Energy Development" at which "Amory Lovins put forth a most appealing argument for "low technology", small solutions to the energy problem" which consists of "high efficiency, end-use-oriented, decentralized, and minimally electrified technology[,] is based on renewable resources and is non-nuclear" and a "Critique of [Amory] Lovins's Foreign Affairs article ["Energy Strategy: The Road Not Taken," which "proposed that the world had to choose between the "hard path" of nuclear and coal-fired energy or the "soft path" of conservation and renewable energy sources such as solar power[,] by Dr. Ralph E. Lapp, and related correspondence", including a series of "Comments on A. B. Lovins' article ... as supplemented in Congressional Record, p. S17893".

[971]

Kane, Daniel W., letter to "Congress of the United States" (February 16, 1977), no author, "Council on Energy Independence Comments on Article by Amory B. Lovins" (n.d. [1976?]), Council on Energy Independence, "A Brief Word About the Council" (n.d. [1976?]), Lovins, Amory, memo to Watts, Ray (May 29, 1977) and Kane, Daniel W., letter to Ray Watts and Frank Merendino (August 18, 1977). pp. 804-817. Photocopy. Box No. 5:1, Folder No. 1.

A collection of sections from Yulish, Charles B. (ed.), *Soft vs Hard Energy Paths: 10 Critical Essays on Amory Lovins' "Energy Strategy: The Road Not Taken?"* which consists of a letter from Daniel Kane, P. E., president of the Council on Energy Independence, to the US Congress regarding an article by Amory Lovins in Foreign Affairs ["Energy Strategy: The Road Not Taken?" which "proposed that the world had to choose between the "hard path" of nuclear and coal-fired energy or the "soft path" of conservation and renewable energy sources such as solar power"] in which Kane addresses the concern of the Council on Energy Independence over the coverage this article is receiving, arguing that it contains "certain fallacies", comments by the Council on Energy Independence to further argue these points, a brief description of the Council on Energy Independence, a response to Kane's letter by Amory Lovins, addressing each point raised against his personal qualifications and article, and a response to Lovins' comments by Daniel Kane, in which he offers more information about the Council on Energy Independence.

[972]

Yulish, Charles B., (ed.)?, "Summary of Amory Lovins' Article" and "Biographies of Authors" in Yulish, Charles B., Soft vs Hard Energy Paths: 10 Critical Essays on Amory Lovins' "Energy Strat-

egy: The Road Not Taken?” (New York, NY: Charles Yulish Associates, Inc., 1977). pp. 842-862. Photocopy. Box No. 5:1, Folder No. 1.

Two sections from *Soft vs Hard Energy Paths: 10 Critical Essays on Amory Lovins’ “Energy Strategy: The Road Not Taken?”*, edited by Charles B. Yulish, the first of which serves to summarise an article by Amory Lovins in *Foreign Affairs* [“Energy Strategy: The Road Not Taken?” which “proposed that the world had to choose between the “hard path“ of nuclear and coal-fired energy or the “soft path“ of conservation and renewable energy sources such as solar power”] and the second of which consists of the biographies of authors who have contributed to this book.

[973] *Johnson, William A., and Messick, Richard, “Comments on “Energy Strategy: The Road Not Taken” by Amory B. Lovins” (n.d.) and Lovins, Amory, memo to Watts, Ray (July 25, 1977). pp. 1168-1181. Photocopy. Box No. 5:1, Folder No. 1.*

Two sections from Yulish, Charles B. (ed.), *Soft vs Hard Energy Paths: 10 Critical Essays on Amory Lovins’ “Energy Strategy: The Road Not Taken?”* which consists of a report by William Johnson and Richard Messick arguing that the energy policies laid out in an article by Amory Lovins in *Foreign Affairs* [“Energy Strategy: The Road Not Taken?” which “proposed that the world had to choose between the “hard path“ of nuclear and coal-fired energy or the “soft path“ of conservation and renewable energy sources such as solar power”] would, “by limiting the household’s and community’s attachment to the nation, ... encourage parochialism, spread dissension and disunion, and weaken patriotism and loyalty to the flag which have made the United States a world power and a bastion of democracy ... [as well as encouraging] other nations antagonistic to our way of life to take advantage of our national weakness, thus leading to the possible overthrow of the U.S. government, loss of [the US’s] freedom, and world-wide nuclear conflagration”, and a memo from Lovins to Ray Watts of the Small Business Committee, US Senate, regarding this report, arguing that it consists of “insubstantial and unsubstantiated rhetoric” and that the “exaggeration [which Johnson and Messick accuse Lovins of] ”lies in the author’s interpretation [of Lovins’ article], not in what [Lovins] wrote.””.

[974] *Hertel, Michael M., letter to Maullin, Richard (May 2, 1977). pp. 1226-1227. Photocopy. Box No. 5:1, Folder No. 1.*

A letter appearing in Yulish, Charles B. (ed.), *Soft vs Hard Energy Paths: 10 Critical Essays on Amory Lovins’ “Energy Strategy: The Road Not Taken?”* from Michael Hertel, “coordinator for regulatory commission affairs, Southern California Edison Company” to Dr. Richard Maullin, “chairman, California Energy Resources Conservation and Development Commission” regarding the energy policies laid out in an article by Amory Lovins in *Foreign Affairs* [“Energy Strategy: The Road Not Taken?” which “proposed that the world had to choose between the “hard path“ of nuclear and coal-fired energy or the “soft path“ of conservation and renewable energy sources such as coal power”], and arguing that “If the conclusions of the Lovins paper are widely accepted

as factual by public policy decision makers and the general public, the result would be a major disruption in our energy supply and distribution system and in our lifestyles.” Due to the quality of the photocopy, some of the text is not legible.

- [975] *Fung, K. Tony, letter to “Dear Colleague” (March 28, 1977) and Southern California Edison Company, “Factual Clarifications on Major Points Raised in the Article “Energy Strategy: The Road Not Taken,” by Amory B. Lovins” (March 3, 1977). pp. 1228-1241. Photocopy. Box No. 5:1, Folder No. 1.*

Two sections from an unknown book, Yulish, Charles B. (ed.), *Soft vs Hard Energy Paths: 10 Critical Essays on Amory Lovins’ “Energy Strategy: The Road Not Taken?”*. The first consists of a letter from K. Tony Fung, “Southern California Edison Company” to a “Colleague” regarding “the attached package”, “Edison’s comments on a recent “Energy Strategy” paper ... by Amory B. Lovins [“Energy Strategy: The Road Not Taken,” which “proposed that the world had to choose between the “hard path” of nuclear and coal-fired energy or the “soft path” of conservation and renewable energy sources such as coal power“, published in Foreign Affairs], and arguing that “If the conclusions of this paper are widely accepted and applied by the general public or its leaders, they would lead to a major disruption in our life-styles“ and that “The alternate technologies proposed by Mr. Lovins are nowhere near the state of development required to allow firm, near-term plan for changeover to the “soft” energy systems.“ The second section is “the attached package“, a report by Southern California Edison Company, which seeks to make “Factual Clarifications on Major Points Raised“ in Lovins’ article, and is divided into the following sections: “Introduction“, “Future Energy Requirements“, “Future Capital Requirements“, “Conservation“, “District Heating“, “Cogeneration“, “Distributed Generation“, “Alternate Energy Resources“, “Existing Electric Systems“, “Distribution Costs“, “Thermal Efficiency of Generators“, “System Reliability“, “Distribution Losses“ “Hard” vs “Soft” Paths“, “Nuclear Proliferations“ and “Conclusions””.

- [976] *Van der Ryn, Sim, “Ecotopia Now : Utopia Brought Down to Earth”, New Age (March, 1979). pp. 26-29. Photocopy. Box No. 5:1, Folder No. 1.*

An article in *New Age* by Sim Van der Ryn which looks at two “visionary statements [which] first appeared in print: Gerard O’Neill’s proposal to create self-sufficient human colonies in outer space, and Amory Lovins’s scenario for a frugal society driven by decentralized, renewable energy sources [“Energy Strategy: The Road Not Taken,” which “proposed that the world had to choose between the “hard path” of nuclear and coal-fired energy or the “soft path” of conservation and renewable energy sources such as coal power“, published in Foreign Affairs] and what Van der Ryn “learned from them and how it applies to an aspect of the future as [he] see[s] it””, in a systems dynamics context. The article is incomplete.

- [977] *Lovins, Amory, memo to Interagency Review Group on Nuclear*

Waste Management (December 10, 1978). 8 pp. Photocopy. Box No. 5:1, Folder No. 1.

A memo from Amory Lovins to the Interagency Review Group on Nuclear Waste Management on “the nature of the nuclear waste problem”, exploring technical and political aspects of this issue.

- [978] *Lovins, Amory, memo to IFIAS [International Federation of Institutes for Advanced Study] (n.d. [mid-late 1977?]) and Lovins, Amory, “IFIAS XC” (March 21, 1977). 8 pp. Photocopy. Box No. 5:1, Folder No. 1.*

A memo from Amory Lovins to the International Federation of Institutes for Advanced Study [IFIAS] regarding a “proposed IFIAS effort to seek a more effective approach to the problem of proliferation of nuclear weapons”, which aims “to set out a brief taxonomy and ... hierarchy of nuclear issues in their full social context, with emphasis on proliferation” and “is intended as structural guidance for a small, high-powered IFIAS workshop ... [which] would not try to resolve disputes, but rather to identify issues and to seek agreement on how far they are scientific or trans-scientific and how they might be resolved.” The last page appears to be a “draft chapter” which outlines “the argument sketched [in the main document]” which represents “a new and promising approach to the proliferation problem.”

- [979] *Lovins, Amory, letter to various to various US politicians, academics and scientists (July 3, 1981). 3 pp. Photocopy. Box No. 5:1, Folder No. 1.*

A memo from Amory Lovins to various US politicians, academics and scientists regarding “Proposed large-scale interconnection with and power import from Québec” in which Lovins “set[s] down ... why [he feels] grave reservations about the various proposals ... being advanced ... for building major transmission lines to import ”surplus“ hydropower from Eastern Canada and particularly from Hydro-Québec (HQ).”

- [980] *Lovins, Amory B. and Lovins, L. Hunter, “Living Better With Less Electricity : More Efficient Energy Use Can Cut Demand for Costly Plants” (December 24, 1982). pg. 5. Photocopy. Box No. 5:1, Folder No. 1.*

An article in an unknown publication in which Amory and Hunter Lovins address the issue of “American utilities ... spending tens of billions each year ... to build ... power stations ... [and] by 2000 Want[ing] to spend another \$1 trillion”, and asking “Is this the key to greater prosperity, or a haemorrhage of economic lifeblood away from more productive opportunities?”

- [981] *No author, “An Historical Footnote” (n.d. [1992?]). 1 pg. Photocopy. Box No. 5:1, Folder No. 1.*

A graph which contrasts the projected effects of the “hard path” and “soft path” [outlined in an article by Amory Lovins, “Energy Strategy: The Road Not Taken?” which “proposed that the world had to choose between the ”hard path“ of nuclear and coal-fired energy or the ”soft path“ of conservation and renewable energy sources such as coal power”, published in Foreign Affairs] between 1975 and 2025.

- [982] *No author [Lovins, Amory?], ["Original '78 FA Chart"] (n.d. [1992?]). 2 pp. Annotated throughout. Box No. 5:1, Folder No. 1.*
A chart which shows the "quadrillion primary" in different energy fields such as "soft techs.", "oil + gas", "coal", "hard path", "renewables" and "nuclear", both between 1975-2025, and 1975-1990, although much of the pertinent details have been handwritten.
- [983] *Wald, Matthew L., "What's the Buzz? G.M.'s Electric Car Is Headed to Showrooms", The New York Times (New York, NY, March 10, 1996). p. 9-10. Tear sheet. Box No. 5:1, Folder No. 1.*
An article in The New York Times about the introduction of electric cars, in particular the costs involved with owning one.
- [984] *No author, Rocky Mountain Institute Newsletter, Vol. VIII, No. 3 (Old Snowmass, CO, Fall/Winter, 1992). 16 pp. Original publication. Box No. 5:1, Folder No. 1.*
Volume VIII, Number 3 of Rocky Mountain Institute Newsletter, a "10th Anniversary Issue" in which "six people whose thinking [the editors] respect, [who were invited to a seminar on ways in which the newsletter could "broaden [its] focus" from "technical efficiency" to "sustainability"]", including Amory Lovins and Dennis Meadows, share their views of this seminar.
- [985] *Lovins, Amory B. and Lovins, L. Hunter, "Reinventing the Wheel", The Atlantic Monthly (January, 1995). pp. 75-78, 80 + 82-8. Photocopy. Box No. 5:1, Folder No. 1.*
An article by Amory and Hunter Lovins in The Atlantic Monthly exploring the electric car, and arguing that "New ways to design, manufacture, and sell cars can make them ten times more fuel-efficient, and at the same time safer, sportier, more beautiful and comfortable, far more durable, and probably cheaper."
- [986] *Lovins, Amory, letter to "Those interested in light-vehicle efficiency" (July 6, 1991). 4 pp. Photocopy. Box No. 5:1, Folder No. 1.*
A letter with attached documents from Amory Lovin to "Those interested in light-vehicle efficiency", which argues that "American drivers have almost no incentive to buy efficient cars" and looks at ways to change this, divided into the following sections: "Problem: market failure in buying efficient cars", "Three solutions: taxes, standards and feebates", "Advantages of feebates: market-driven, technology-pull, simple", "Flexibility for important new applications", "Accelerated scrap-page of gas-guzzlers", "Applications beyond light vehicles" and "A replacement for government standards?". The attached documents are "Costs of Owning and Operating a Car", a graph which looks at these costs in terms of cents per mile and miles per gallon across several areas, such as "Repair and Maintenance", "Insurance" and "Depreciation and Finance", and "Ontario's "Tax for Fuel Conservation""", a graph which looks at the effects of a fuel conservation tax in Ontario, Canada, "targeted to raise Provincial revenues by C\$45 million/y; representing the consensus of Government, carmakers, their union, car dealers/importers, and environmentalists".

- [987] *Lovins, Amory B, "Advanced Light Vehicle Concepts : Briefing Notes for the Committee on Fuel Economy of Automobiles and Light Trucks : Energy Engineering Board Commission on Engineering and Technical Systems, U.S. National Research Council : Workshop on "An Evaluation of the Potential and Prospects for Improving the Fuel Economy of New Automobiles and Light Trucks in the United States," 8-12 July 1991" (August 3, 1991). 15 pp. Box No. 5:1, Folder No. 1.*
A document by Amory Lovins [provided for "the Committee on Fuel Economy of Automobiles and Light Trucks", the "Energy Engineering Board Commission on Engineering and Technical Systems[,] U.S. National Research Council", a "Workshop on "An Evaluation of the Potential and Prospects for Improving the Fuel Economy of New Automobiles and Light Trucks in the United States," 8-12 July, 1991" at the National Academy of Sciences Facility" in Irvine, California on July 3, 1991?] which argues that "Bigger, cheaper fuel savings can come from more and better technologies, capturing synergisms, "tunneling through the cost barrier" with lightweight integrated assemblies that save parts and labor, and basic redesign using radically simplifying aerospace systems concepts" and that "Technological leaps are important for oil-saving, environment, affordability, and the car industry's competitiveness."
- [988] *No author, Rocky Mountain Institute Newsletter, Vol. VII, No. 2 (Old Snowmass, CO, Summer, 1991). 16 pp. Original publication. Box No. 5:1, Folder No. 1.*
Volume VII, Number 2 of Rocky Mountain Institute Newsletter, including the article "Rethinking Efficient Cars : How Best to Pick the Low-Hanging Fruit" which discusses the feasibility of plans by "members of [the US] Congress ... to raise federal fuel efficiency standards from ... 27 miles per gallon to 40 mpg". Other articles include "New Water-Saving Technologies Catalog Available", "Lean Cuisine? : Energy Use in Agriculture", "Water Efficiency Guide Published : U.S. Environmental Protection Agency Sponsored RMI Research", "Efficient Water Use in the Field : RMI Installs a New Water-Saving Irrigation System", "Economic Renewal Materials Inspire Folk : Moving Beyond the NIMBY Response", "The Land & Water Fund : Providing Legal Aid for the Environment", "Eric Konheim Memorial Fund Created : Young Environmentalist Inspires Us With His Life and Commitment", "Media Efforts Reach More than the Converted", "Amory [Lovins] Speaking at Upcoming Events" and "PV's and Popcorn : Energy Efficiency Goes to Hollywood".
- [989] *Lovins, Amory B. and Lovins, L. Hunter, "Least-Cost Climatic Stabilization", Annual Review of Energy and Environment, Vol. 16. (Nov. 1991) 68 pp. Annotated throughout. Box No. 5:1, Folder No. 1.*
A paper by Amory and Hunter Lovins, originally published in Annual Review of Energy and Environment which provides "findings [which] imply that most global warming can be abated not at roughly zero net cost ... but at negative net cost – without ascribing any value to the abatement itself." The main sections include "Introducing: Stabilizing

Global Climate saves money”, “Major Abatement Terms”, “Technological and Economic Options”, “Implementation Techniques” and “Additional Benefits”.

- [990] *Kleiner, Art, fax to DiChristina, Mariette (April 7, 1992). 4 pp.* Box No. 5:1, Folder No. 2.

A fax from Art Kleiner to Mariette DiChristina regarding statistics of Kleiner’s, based on figures by Amory Lovins, relating to total electricity being used [in the US?] and the “Amount potentially saved (not used) now” across various factors, such as “Electricity used by motors”, “Electricity used by lighting”, etc., with two attached sheets, the first supplying “Figure One” which shows the “Supply curve of the full technical potential to save U.S. electricity by retrofitting the best commercially available 1989 end-use technologies wherever they fit in the 1986 stock of buildings and equipment”, and “Figure Two” which shows the “Supply curves for potential U.S. savings of electricity, compared with 1986-88 frozen efficiencies, from analyses by EPRI (1990) and RMI [Rocky Mountain Institute]” with a page of information, and the second supplying a graph which contrasts the projected effects of the “hard path” and “soft path” [outlined in an article by Amory Lovins, “Energy Strategy: The Road Not Taken?” which “proposed that the world had to choose between the ”hard path“ of nuclear and coal-fired energy or the ”soft path“ of conservation and renewable energy sources such as coal power”, published in Foreign Affairs] between 1975 and 2025.

- [991] *Kleiner, Art, “Amory Lovins: Two Times a Hero?”, Popular Science (April 28, 1992). 5 pp.* Box No. 5:1, Folder No. 2.

An article by Art Kleiner about “alternative-energy researcher and advocate” Amory Lovins and the change “over the last few years as ”some utilities have come to see the merits of conservation and become fervent supporters“ of Lovins, after previously opposing or ignoring his view that ”improving energy efficiency and subsidizing it where possible, using renewable energy sources, such as solar and wind power, and adding small-scale power generators to the neighborhood grid ... is less expensive, less polluting, and would reduce U.S. dependence on foreign oil.””.

- [992] *Kleiner, Art, “Amory Lovins: Two Times a Hero?”, Popular Science (April 28, 1992). 8 pp.* Box No. 5:1, Folder No. 2.

A near duplicate of the previous item, being an article by Art Kleiner about “alternative-energy researcher and advocate” Amory Lovins and the change “over the last few years as ”some utilities have come to see the merits of conservation and become fervent supports“ of Lovins, after previously opposing or ignoring his view that ”improving energy efficiency and subsidizing it where possible, using renewable energy sources, such as solar and wind power, and adding small-scale power generators to the neighborhood grid ... is less expensive, less polluting, and would reduce U. S. dependence on foreign oil””, but also including a cover fax from Mariette DiChristina, dated April 13, 1992, and two graphs which show different projections for demand of various types of energy in the US.

- [993] *DiChristina, Mariette, fax to Kleiner, Art ([April 21, 1992?]). 2 pp. Annotated throughout.* Box No. 5:1, Folder No. 2.
A fax from Mariette DiChristina to Art Kleiner regarding figures relating to oil use in the US, followed by a sheet of related facts, including “Oil per day”, “Oil per year”, “Transportation per year (65%)”, etc. A handwritten note at top of p. 1 reads “Art - Here’s the oil info. Suggestions for how to turn it into a table are welcome. Mariette” and a handwritten note on p. 2 reads “_ Mariette DiChristina”.
- [994] *No author, a chart and a graph (n.d.). 3 pp. Photocopy.* Box No. 5:1, Folder No. 2.
One chart across two pages and a graph. The chart shows “Total U.S. Electricity Use in 1986: 2,574 Terawatt-Hours” and “Total U.S. Oil Use in 1986: 5.94 Trillion Barrels”, illustrating the “No. of Power Plants for U.S. Electricity Needs in 1986” across a range of areas such as “Motors”, “Lighting” and “Commercial and Residential Appliances”, and the “Amount of Oil Used in the U.S. in 1986” across a range of areas such as “Cars and Light Trucks”, “Heavy Trucks” and “Civilian Airplanes”, and showing the “Potential Savings” which could be made in each individual area. The graph shows projected energy use, in units of “Quadrillion BTU/y” from 1975-[2025?] across a range of different energies, such as “Coal”, “Oil and Gas” and “Soft Technologies”, and includes three lines: “Total Demand Projected by Government and Industry in 1976”, “Actual Demand” and “Total Demand Envisaged by [Amory] Lovins in 1976”. A small section of the graph on pg.3 may be missing.
- [995] *Kleiner, Art, letter to DiChristina, Mariette (March 6, 1992). 1 pg.* Box No. 5:1, Folder No. 2.
A letter from Art Kleiner to Mariette DiChristina, suggesting illustrations that could be included in an article about Amory Lovins.
- [996] *Heede, H. Richard and Lovins, Amory B., “Hiding the True Costs of Energy Sources”, The Wall Street Journal (New York, NY, September 17, 1985). pg. 28. Photocopy.* Box No. 5:1, Folder No. 2.
An article by Richard Heede and Amory Lovins which looks at the hidden costs of government subsidization of energy, asking the question “How much does the federal [US] government spend to subsidize energy to make it look cheaper than it really is?” and arguing that “Our nation’s energy bills today are about 150billionayearlessthantheywouldhavebeenat1973levelsofefficientasWesternEuropeis, thatannualbillwouldfallbyanadditional200billion - enough to balance the federal budget” and that “By the year 2000, the cumulative net savings would be several trillion 1985 dollars - enough to pay off the entire national debt.” A graph illustrates these points.
- [997] *Lovins, Amory B. and Lovins, L. Hunter, “Drill Rigs and Battleships Are the Answer! (But What Was the Question?) : Oil Efficiency, Economic Rationality, and Security”, in Reed, Robert G. and Fesheraki, Fereidun (eds.), The Oil Market in the 1990’s : Challenges for a New Era (Boulder, Colo. : Westview Press, 1989). pp. 83-138. Photocopy.* Box No. 5:1, Folder No. 2.

A chapter from Reed, [Robert G.] and Fesheraki, [Fereidun] (eds.), *The Oil Market in the 1990's : Challenges for a New Era*, (Boulder, Colo. : Westview Press, 1989) in which Amory and Hunter Lovins argue that “no nation, however richly endowed, can long remain secure and competitive if its energy strategy ignores the market’s cost-minimizing imperative”, and that “Today’s oil problems are a harbinger of the far more severe ones that will arise if costly options continue to be pursued to the virtual exclusion of cheap ones.” The authors explore “a least-cost oil strategy based on pursuing the best buys first.”

- [998] *Lovins, Amory B. and Lovins, L. Hunter, “Reagan’s Energy Policy: Conservative or Ultraliberal?”, The Washington Post (Washington, DC, November 24, 1980). 1 pg. Photocopy. Box No. 5:1, Folder No. 2.*

An article in The Washington Post by Amory and Hunter Lovins which explores “A cost-cutting approach” the US government could take in subsidizing energy, and asks “Will Reagan turn out to be a blue conservative or a red socialist?” in this area.

- [999] *Lovins, Amory B., Lovins, L. Hunter, “Nuclear Energy Is Not Economic Or Necessary”, Newsday (June 24, 1985). 1 pg. Photocopy. Box No. 5:1, Folder No. 2.*

An article in Newsday by Amory Lovins which argues “that nuclear power has never been either economic or necessary” and that “If we’d been taking economics seriously, we wouldn’t be debating whether nuclear power is safe, because we wouldn’t have used it in the first place.”

- [1000] *Lovins, Amory B., “Negawatts—Rx for Megagoofs”, Public Power (March-April, 1986). pp. 10-13. Box No. 5:1, Folder No. 2.*

An article by Amory Lovins in Public Power which looks at ways in which the electric utility industry could save money.

- [1001] *Lovins, Amory, “Pepco’s Customers Can Save Millions”, The Washington Post (Washington, DC, December 12, 1985). pg. A18. Photocopy. Box No. 5:1, Folder No. 2.*

An article by Amory Lovins in The Washington Post “based on testimony before the D.C. Public Service Commission on behalf of the Office of People’s Counsel” which explores why the argument “that Pepco’s [Potomac Electric Power Company] recent sharp increase in electricity demand will outstrip generating capacity within a few years, that Pepco’s conservation load management program will not bridge the gap, and therefore it is imperative for Pepco to begin immediately constructing a new power plant” “flies in the face of impressive results achieved by various utilities in delivering reliable energy services at the last cost.”

- [1002] *Lovins, Hunter and Lovins, Amory, “Visitors’ Guide”, Rocky Mountain Institute (Old Snowmass, CO, July, 1985). 16 pp. Original publication. Box No. 5:1, Folder No. 2.*

The second edition of a “Visitors’ Guide” to the Rocky Mountain Institute [RMI] by Hunter and Amory Lovins, which the authors describe as an “experimental structure”, constructed by “More than a hundred volunteers and about a dozen professional builders and artisans”, which serves as their “home, bioshelter, and office”, with “energy- and water-

saving features ... [being] among the most advanced in the world” as “it uses no heat, less than a tenth the usual amount of electricity, and less than half the normal amount of water.” The guide serves to “help [a visitor] understand some of the building’s experimental features and how they contribute to its performance” and is divided into the following sections: “Settings”, “General features”, “Economics”, “Construction”, “Solar design”, “Glazings” and “Touring the Building”, a written tour of the Institute which explores the “Research center”, “Greenhouse”, “Living/dining room and kitchen”, “Workshop/mechanicals room”, “Entryway” and “Bedrooms”.

- [1003] *No author, “Rocky Mountain Institute” (Old Snowmass, CO, 1990/1991). 13 pp. Original publication.* Box No. 5:1, Folder No. 2.

A leaflet for the Rock Mountain Institute [RMI] which describes itself as “a nonprofit research and educational foundation with a vision across boundaries” with “Our goal [being] to foster the efficient and sustainable use of resources as a path to global security.” After outlining the Institute’s “core values”, the booklet is divided into the following sections: “Energy Program”, “Water Program”, “Economic Renewal Program”, “Agriculture Program”, “Security Program” and biographies of the board of directors [including Amory and Hunter Lovins] and the senior staff.

- [1004] *No author, Rocky Mountain Institute Newsletter, Vol. VIII, No. 1, (Old Snowmass, CO, Spring, 1992). 12 pp. Original publication.* Box No. 5:1, Folder No. 2.

Volume VIII, Number 1 of Rocky Mountain Institute Newsletter, including the articles “”Ten Thousand Dollars a Second” : A Campaign Speech We’d Like to Hear“, ”Water Wars“, ”Efficient Car Revolution Accelerates“, ”Drugs & Oil : Our Supply-Side Fixation“, ”Developments in Development“, ”Hit Me With a Two-by-Four“, ”The Soft Path–Fifteen Years Later“, ”RMI-Inspired Retrofit Saves Big \$“ and ”Photovoltaics–Cost-Effective Now?“”.

- [1005] *No author, “Where To Get It : Sources for Some of the Technologies Used in the Lovins/Rocky Mountain Institute Building” (Old Snowmass, CO July, 1991). 4 pp.* Box No. 5:1, Folder No. 2.

An “alphabetical listing [which] represents just a few of the resource-conserving building materials and household appliances currently available in the marketplace”, including “Air-to-Air Head Exchangers”, “Compact Fluorescent Lamps”, “Energy-Efficient Computers”, “Glazings”, “Light-Polarizing Panels” and “Photovoltaic Yard Lights”.

- [1006] *Lovins, Hunter and Lovins, Amory, “Visitors’ Guide”, Rocky Mountain Institute (Old Snowmass, CO, July, 1991). 16 pp. Original publication.* Box No. 5:1, Folder No. 2.

The third edition of a “Visitors’ Guide” to the Rocky Mountain Institute [RMI] by Hunter and Amory Lovins, which the authors describe as an “experimental structure”, constructed by “More than a hundred volunteers and about a dozen professional builders and artisans”, which serves as their “home, bioshelter, and office”, with “energy- and water-saving features ... [being] among the most advanced in the world” as “it uses almost-all-solar space- and water-heating energy,

about a tenth the usual amount of household electricity, and less than half the normal amount of water.” The guide serves to “describe the structure in general” and “follow[s] a tour” of the Institute, being divided into the following sections: “Settings”, “General features”, “Economics”, “Construction”, “Solar design”, “Glazings” and “Touring the Building”, which explores the “Research center”, “Greenhouse”, “Bathroom”, “Living/dining room and kitchen”, “Workshop/mechanicals room”, “Entryway”, “Bedrooms” and “Roof”.

- [1007] *No author, “Rocky Mountain Institute : Publication List & Order Form” (Old Snowmass, CO, July, 1991). 2 pp. Box No. 5:1, Folder No. 2.*

A “Publication List & Order Form” of publications relating to the Rocky Mountain Institute [RMI] and its concerns, divided into the following sections: “General Summaries of RMI’s Work”, “RMI’s High-Efficiency Headquarters Building”, “Energy: General and Global Warming”, “Energy: Cost and Subsidy Analysis”, “Nuclear Abandonment”, “Security and Oil Policy”, “Water”, “Agriculture” and “Economic Renewal”, including an order form for these publications and other RMI products, such as “RMI Hats” and “RMI T-shirts”.

- [1008] *No author, “New Publications : Rocky Mountain Institute” (Old Snowmass, CO, February, 1992). 2 pp. Box No. 5:1, Folder No. 2.*
A list of new publications available from the Rocky Mountain Institute [RMI] in 1992.

- [1009] *Heede, Richard, “Tax Changes for Environmental Improvement: Testimony before the Ways and Means Committee, House of Representatives, United States Congress, 6, 7, & 14 March, 1990” (March, 1990) and Heede, H. Richard and Lovins, Amory B., “Hiding the True Costs of Energy Sources”, The Wall Street Journal (New York, NY, September 17, 1985). Corner stapled. 5 pp. + p. 28. Photocopy. Box No. 5:1, Folder No. 2.*

The transcript of a “Testimony before the Ways and Means Committee” of the US House of Representatives by Richard Heede in which Heede argues that “The tax system should not be used to hide the real costs of energy”, “Nor should tax incentives and other federal programs be biased toward particular energy-supply or pollution-abatement options without regard for the least costly means of providing energy services or a cleaner environment”, with “Some suggestions for reorienting the economy toward sounder market and environmental principles” such as “eliminate all existing subsidies to the energy and resource extraction sectors”, “induce producers and consumers to pay for environmental impacts through emissions taxes or “abuser fees””, “adjust the gas-guzzler excise tax by adding revenue-neutral rebates for “gas sippers” “ and “Strengthen and improve fuel economy standards for automobiles and light-duty trucks.” Also included is “Hiding the True Costs of Energy Sources”, an article by Richard Heede and Amory Lovins, which looks at the hidden costs of government subsidization of energy, asking the question “How much does the federal [US] government spend to subsidize energy to make it look cheaper than it really is?” and arguing that “Our nation’s energy bills today are about

150 billion a year less than they would have been at 1973 levels of efficiency“, that “if the U.S. were now as energy efficient as Western Europe is, that an annual bill would fall by an additional 200 billion - enough to balance the federal budget“ and that “By the year 2000, the cumulative net savings would be several trillion 1985 dollars - enough to pay off the entire national debt.”” A graph illustrates these points.

- [1010] *Lovins, Amory B. and Sardinsky, Robert, et al., The State of the Art: Lighting (March, 1988). pp. xvii, xvi + iv-ix. Photocopy. Box No. 5:1, Folder No. 2.*

The table of contents of the March, 1988 edition of *The State of the Art: Lighting*, “A proprietary report from COMPETITEK., an information service of Rocky Mountain Institute, on advanced techniques for electric efficiency”, along with part of the section “How to read this report” [p. xvi] and the “Executive Summary” [p. xvii] which states that “Lighting directly uses about a fifth ... of all electricity used in the United States” and suggests six techniques which, “If fully and systematically used wherever practical in existing US buildings ... could together provide light at least as bright, effective, attractive, and reliable as now – often more so – but using at least 92.

- [1011] *Foster, Douglas, “The Calculator Kid : In which a 30-year-old energy whiz takes on hardware, software, Reddy Kilowatt and the Solar King”, Mother Jones (February/March, 1978). pp. 48-53 + 56-57. Photocopy. Box No. 5:1, Folder No. 2.*

An article in *Mother Jones* which profiles Amory Lovins, “energy adviser to Friends of the Earth” and “author of the seminal article on the Energy Crisis” [“Energy Strategy: The Road Not Taken?”, published in *Foreign Affairs*, which “proposed that the world had to choose between the “hard path“ of nuclear and coal-fired energy or the “soft path“ of conservation and renewable energy sources such as solar power”].

- [1012] *No author, “A Marriage Made in Washington”, Technology Review (April, 1981). pp. 89 + 108 and no author, “Thinking Soft”, Newsweek (November 14, 1977). pp. 112 + 114. Photocopy. Box No. 5:1, Folder No. 2.*

Two articles: “A Marriage Made in Washington”, about “a symposium at the annual meeting of the American Association for the Advancement of Science” at which Amory and Hunter Lovins spoke, asking the question, “What is the amount, and type, and source of energy to provide what you need in the cheapest way?” and “Thinking Soft”, a profile of Lovins and his views on “soft technology”, which he discussed in depth in his article “Energy Strategy: The Road Not Taken?” in *Foreign Affairs*, which “proposed that the world had to choose between the “hard path“ of nuclear and coal-fired energy or the “soft path“ of conservation and renewable energy sources such as solar power.”

- [1013] *Parisi, Anthony J., “‘Soft’ Energy, Hard Choices”, The New York Times (New York, NY, October 16, 1977). p. 2. Photocopy. Box No. 5:1, Folder No. 2.*

Part of an article in *The New York Times* which looks at the arguments by Amory Lovins that “the “hard“ energy technologies - giant centralized electric power stations, for example - now turning the wheels of

- the economy must give way to "soft" technologies based on renewable sources of energy, such as solar power", and the response of his critics.
- [1014] *Frank, Ellen, "Amory Lovins, Energy Guru", New Age (n.d.). pp. 10-13. Photocopy. Box No. 5:1, Folder No. 2.*
Part of an article in New Age which looks at Lovins' views on "soft" and "hard" technology, as discussed in depth in his article "Energy Strategy: The Road Not Taken?" in Foreign Affairs, which "proposed that the world had to choose between the "hard path" of nuclear and coal-fired energy or the "soft path" of conservation and renewable energy sources such as solar power."
- [1015] *Prendergast, Alan, "Mr. Lovins Builds his Dream House : "Soft" energy has arrived, and Amory Lovins is sitting pretty", New Age Journal (January, 1984). pp46-49 + 96-97. Photocopy. Box No. 5:1, Folder No. 2.*
An article in New Age Journal by Alan Prendergast which looks at the rise of "soft" [renewable] technology, the career of Amory Lovins, who first discussed "soft" technology in depth in his article "Energy Strategy: The Road Not Taken?" in Foreign Affairs, which "proposed that the world had to choose between the "hard path" of nuclear and coal-fired energy or the "soft path" of conservation and renewable energy sources such as solar power", and "one of the most technically advanced new buildings in the country—a bioshelter/research centre that will house the Lovinses ... and the offices of their fledgling Rocky Mountain Institute, a nonprofit entity concerned with the economic links between energy, water, agriculture, and national security policies", which was being constructed under Lovins' direction in Old Snowmass, Colorado, with his wife Hunter.
- [1016] *Lanouette, William J., "A Latter-Day David Out to Slay The Goliaths of Energy", National Journal (October 1, 1977). pp. 1532-1534. Photocopy. Box No. 5:1, Folder No. 2.*
An article originally published in National Journal, collected here in an unknown publication, which profiles Amory Lovins and his "theories on future energy sources" which he first discussed in depth in his article "Energy Strategy: The Road Not Taken?" in Foreign Affairs, which "proposed that the world had to choose between the "hard path" of nuclear and coal-fired energy or the "soft path" of conservation and renewable energy sources such as solar power."
- [1017] *Dumanoski, Dianne, "The Hard and Soft Paths to Energy Future : The Controversial Amory Lovins Rekindles a Crucial Debate", The Boston Phoenix (Boston, MA, September 6, 1977). pp. 786-793. Photocopy. Box No. 5:1, Folder No. 2.*
An article originally published in The Boston Phoenix, about "The Great Energy Debate" which followed the publication of an article by Amory Lovins, "Energy Strategy: The Road Not Taken?" in Foreign Affairs, which "proposed that the world had to choose between the "hard path" of nuclear and coal-fired energy or the "soft path" of conservation and renewable energy sources such as solar power."

- [1018] *Dumanoski, Dianne, "The Critics of Amory Lovins—Getting Heat From All Sides in the Energy Debate", The Boston Phoenix (Boston, MA, September 13, 1977). pp. 794-797 and Lovins, Amory, memo to Watts, Ray (October 22, 1977). pp. 798-799. Photocopy. Box No. 5:1, Folder No. 2.*
An article originally published in The Boston Phoenix, further exploring the critical debate which followed the publication of an article by Amory Lovins, "Energy Strategy: The Road Not Taken?" in Foreign Affairs, which "proposed that the world had to choose between the "hard path" of nuclear and coal-fired energy or the "soft path" of conservation and renewable energy sources such as solar power", and a memo from Amory Lovins to Ray Watts responding to this and the previous article [see previous item].
- [1019] *Parisi, Anthony J., "'Soft' Energy, Hard Choices", The New York Times (New York, NY, October 16, 1977). pp. 800-803. Photocopy. Box No. 5:1, Folder No. 2.*
An article originally published in The New York Times which looks at the arguments by Amory Lovins that "the "hard" energy technologies - giant centralized electric power stations, for example - now turning the wheels of the economy must give way to "soft" technologies based on renewable sources of energy, such as solar power," and the response of his critics.
- [1020] *No author, "Where To Get It : Sources for Some of the Technologies Used in the Lovins/Rocky Mountain Institute Building" (Old Snowmass, CO, July, 1991). 4 pp. Box No. 5:1, Folder No. 2.*
An "alphabetical listing [which] represents just a few of the resource-conserving building materials and household appliances currently available in the marketplace", including "Air-to-Air Head Exchangers", "Compact Fluorescent Lamps", "Energy-Efficient Computers", "Glazings", "Light-Polarizing Panels" and "Photovoltaic Yard Lights".
- [1021] *No author, "The 91-92 Solar Home Program" (n.d. [1991?]). 2 pp. Box No. 5:1, Folder No. 2.*
A program and "tuition schedule" for "The [19]91-[19]92 Solar Home Program", run by the "Solar Technology Institute", including a variety of workshops such as "Photovoltaic Design and Installation", "Advanced PV for Remote Homes", "Micro-Hydro Electric Systems" and "Solar Home Design and Construction".
- [1022] *No author, "Rocky Mountain Institute : Publication List & Order Form" (Old Snowmass, CO, July, 1991). 2 pp. Box No. 5:1, Folder No. 2.*
A "Publication List & Order Form" of publications relating to the Rocky Mountain Institute [RMI] and its concerns, divided into the following sections: "General Summaries of RMI's Work", "RMI's High-Efficiency Headquarters Building", "Energy: General and Global Warming", "Energy: Cost and Subsidy Analysis", "Nuclear Abandonment", "Security and Oil Policy", "Water", "Agriculture" and "Economic Renewal", including an order form for these publications and other RMI products, such as "RMI Hats" and "RMI T-shirts".

- [1023] *Lovins, Amory B., "Energy Strategy: The Road Not Taken?", Foreign Affairs (October, 1976). 15 pp. Photocopy. Annotated throughout. Box No. 5:1, Folder No. 2.*
An article by Amory Lovins, originally published in Foreign Affairs, October 1, 1976, which "proposed that the world had to choose between the "hard path" of nuclear and coal-fired energy or the "soft path" of conservation and renewable energy sources such as solar power."
- [1024] *Brower, David R., "The Most Important Issue We've Ever Published" (Friends of the Earth Foundation, n.d. [1976?]). 1 pg. Photocopy. Box No. 5:1, Folder No. 2.*
An editorial by David R. Brower, president of the Friends of the Earth Foundation, contending that Amory Lovins should receive the Nobel Peace Prize for his article, "Energy Strategy: The Road Not Taken?" an article by Amory Lovins, originally published in Foreign Affairs, October 1, 1976, and reprinted by the Friends of the Earth Foundation, which "proposed that the world had to choose between the "hard path" of nuclear and coal-fired energy or the "soft path" of conservation and renewable energy sources such as solar power", which the Friends of the Earth Foundation sees as a portrayal of a "delightful alternative road humanity can choose if we elect soon enough to put the war-and-peace atom to rest."
- [1025] *Emshwiller, John R., "Energy Oracle : Amory Lovins Presses Radical Alternatives for Fueling the Nation", The Wall Street Journal (New York, NY, March 16, 1981). pp. 1 + 19. Photocopy. Box No. 5:1, Folder No. 2.*
An article by John Emshwill in The Wall Street Journal, which profiles Amory Lovins and explores his views on "soft energy", which he first outlined in depth in his article "Energy Strategy: The Road Not Taken", originally published in Foreign Affairs, October 1, 1976, which "proposed that the world had to choose between the "hard path" of nuclear and coal-fired energy or the "soft path" of conservation and renewable energy sources such as solar power".
- [1026] *Lovins, Amory, "Resilience in Energy Strategy", The New York Times (New York, NY, July 24, 1977). p. 17. Photocopy. Box No. 5:1, Folder No. 2.*
An article by Amory Lovins in The New York Times which uses the instance of a large blackout in New York to argue for an alternate "electrical system" to limit the vulnerability and costs of electricity generation.
- [1027] *Lovins, Amory, "Good News About Energy", New Age (n.d.). pp. 30-39. Photocopy. Box No. 5:1, Folder No. 2.*
An article by Amory Lovins in New Age about US energy policy, which looks at "what the energy problem is" and "how to solve it under four headings: 1. How much do we need? 2. What kinds of energy do we need? 3. Where can we get the energy we need? 4. How can a soft [renewable] energy path actually be implemented?"
- [1028] *Lovins, Amory B. and Lovins, L. Hunter, "Reagan's Energy Policy: Conservative or Ultraliberal?", The Washington Post (Wash-*

ington, DC, November 24, 1980). 4 pp. Photocopy. Box No. 5:1, Folder No. 2.

An article in The Washington Post by Amory and Hunter Lovins which explores “A cost-cutting approach” the US government could take in subsidizing energy, and asks “Will Reagan turn out to be a blue conservative or a red socialist?” in this area.

- [1029] *No author, “A hard sell for ‘soft’ energy”, Boston Sunday Globe (Boston, MA, n.d.), no author, “Nuclear power’s public enemy No. 1”, Business Week (December 5, 1977) and “Interview with Amory Lovins : Setting Business Straight on Energy Priorities”, Business Week (December 5, 1977). 4 pp. Photocopy. Box No. 5:1, Folder No. 2.*

Three items photocopied and stapled together. The first, on the first page, “A hard sell for ‘soft’ energy”, is an article in the Boston Sunday Globe which discusses an article by Amory Lovins in Foreign Affairs, “Energy Strategy: The Road Not Taken?” which “proposed that the world had to choose between the “hard path” of nuclear and coal-fired energy or the “soft path” of conservation and renewable energy sources such as solar power”. The second item, which appears on the top half of pp. 2-3 and the whole of p. 4, is an article which appeared in Business Week, and looks at the influence of Lovins both in the US government and with businessmen, following the publication of “Energy Strategy: The Road Not Taken?”. The third item, which appears on the bottom half of pp. 2-3 consists of an interview with Amory Lovins, also published in Business Week, regarding “the role he has taken upon himself” as an advocate of change in US energy policy, with a particular focus on “soft” [renewable] energy.

- [1030] *Thorndike, Edward H., “book review of Soft Energy Paths: Toward a Durable Peace by Amory B. Lovins”, American Journal of Physics, Vol. 46, No. 8 (August, 1948). pp. 868-871. Photocopy. Box No. 5:1, Folder No. 2.*

A book review, by Edward Thorndike, of Soft Energy Paths: Toward a Durable Peace by Amory Lovins, which argues that the book is “required reading for anyone concerned with energy policy, and for any course dealing with energy” and explores Lovins’ thesis that “There is a group of energy technologies (“soft energy technologies”) sharing the common features that they rely on renewable energy flows and are diverse, geographically distributed, technologically simple, and matched in scale and energy equality to individual end-use needs.”

- [1031] *Lemley, Brad, “The Soft Path of Amory Lovins” and Lemley, Brad, “Lovins on Nuclear Power”, The Washington Post Magazine (Washington, DC, June 29, 1986). Cover + pp. 6-10 + 12-13, . Photocopy. Box No. 5:1, Folder No. 2.*

Two articles in The Washington Post Magazine by Brad Lemley, the first [pp. 6-10] profiling Lovins and exploring his views on “soft” [renewable] energy in the wake of Chernobyl, and describing his career and life at the Rocky Mountain Institute in Old Snowmass, Colorado, and the second [pp. [12?]-13] outlining Lovins’ arguments against nuclear power.

- [1032] *Kidder, Tracy, "Tinkering with Sunshine :n The Prospects for Solar Energy" (n.d. [1978?]). pp. 70-83. Photocopy. Box No. 5:1, Folder No. 2.*
An article in an unknown publication by Tracy Kidder which explores the history and potential use of solar energy as an alternate energy source, looking at various investigators of this field, including Amory Lovins, whose article "Energy Strategy: The Road Not Taken?", published in Foreign Affairs, served as "something of a focal point for the debate over national energy plans."
- [1033] *Kleiner, Art, letter to Brower, David (June 4, 1995) and a draft of a section of The Age of Heretics (n.d.). Annotated throughout. Box No. 5:1, Folder No. 2.*
A letter from Art Kleiner to David Brower, asking Brower for any notes on two sections of The Age of Heretics [a book by Art Kleiner] which Brower features in, and drafts of these sections, which look at David Brower and the oil industry, and Amory Lovins. Notes and corrections are presumably by David Brower. Text is somewhat faded though legible.
- [1034] *Lovins, Amory B., "Seabrook Comment Disputed" (n.d.). 2 pp. Photocopy. Annotated throughout. Box No. 5:2, Folder No. 1.*
A published article by Amory Lovins, "Addressed to William Loeb", in which Lovins asks to "correct some of the more egregious blunders in the October 5 letter from Mr. Gordon McKenney of Public Service Company of N.H.", relating to nuclear power and waste, and argues that "those who have destroyed nuclear power have been its most avid promoters, who systematically mistook hopes for facts, advocacy for analysis, commercial zeal for national interest, expertise for infallibility, engineering for politics, public relations for truth, and the people for fools." The handwritten note "They finally printed it" appears on both pages.
- [1035] *No author [Nelson, Gaylord?], "Energy Policy at the Crossroads", Congressional Record : Proceedings and Debates of the 94th Congress, Second Session, Vol. 122, No. 151, Part III (October 1, 1976). 9 pp. Photocopy. Box No. 5:2, Folder No. 1.*
The transcript of an address [by Senator Gaylord Nelson?] before the US Congress, in which the speaker discusses the future energy policy of the US, advocating the views of Amory Lovins as laid out in Lovins' article "Energy Strategy: The Road Not Taken?", published in Foreign Affairs, which "proposed that the world had to choose between the "hard path" of nuclear and coal-fired energy or the "soft path" of conservation and renewable energy sources such as solar power."
- [1036] *Lovins, Amory B., "Energy: The "Soft Path"", Science, Vol. 196, No. 4297 (June 24, 1977). 4 pp. and Hammond, Allen L., "Soft Technology" Energy Debate: Limits to Growth Revisited?", Science, Vol. 196 (May 27, 1977). pp. 959-961. Photocopy. Box No. 5:2, Folder No. 1.*
Two items. The first is a letter to Science from Amory Lovins clarifying "a few points raised in [Allen?] Hammond's stimulating [account ... to?] the reaction to [Lovins'] October 1976 Foreign Affairs article"

which “proposed that the world had to choose between the ”hard path“ of nuclear and coal-fired energy or the ”soft path“ of conservation and renewable energy sources such as solar power”. The second compares the aftermath of the publication of Lovins’ article with the controversy following the publication “of the 1972 Club of Rome report, [The] Limits to Growth”, which argued “that population and industry cannot continue to grow at snowballing rates without catastrophe” and “was also rigorously debated and heavily condemned.” Due to the quality of the photocopy, some text is faded and/or illegible.

- [1037] *No author, “Savings Abate Acid Rain” [and no author, no title?], Public Power (March-April, 1986). p. 15. Photocopy. Box No. 5:2, Folder No. 1.*

A paragraph from a subsection of an article in Public Power which argues that “In the extent that power plants cause acid rain, the savings from marketing negawatts can also be used to abate it”, and what appears to be part of the same article, italicised, with facts relating to numbered pictures appearing below. Due to the quality of the photocopy some text is faded and difficult to read.

- [1038] *Lovins, Amory B., “Soft Energy Technologies: ’Advantages for Every Constituency”’, The New York Times (New York, NY, September 16, 1977) and Lovins, Amory B., “Why Nuclear Safety is Unattainable”, The New York Times (New York, NY, June 8, 1973). 1 pg. Photocopy. Box No. 5:2, Folder No. 1.*

Two letters “To the Editor” of The New York Times by Amory Lovins, the first in which Lovins “respond[s] to Arthur M. Katz’s Sept. 6 letter criticizing some claims [he] never made for [”soft energy technologies“]”, and the second exploring nuclear safety, arguing that “By stressing the great care taken in fission technology, [the correspondents of The New York Times] evade the central question: Are the safety problems of fission too difficult to solve?”.

- [1039] *Edwards, James B., letter to Lovins, Amory (July 8, 1981), Lovins, Amory B., “Electric Power for the People”, The New York Times (New York, NY, November 4, 1971) and Lovins, Amory, “Clean Energy or a Choice of Passion?”, The New York Times (New York, NY, January 19, 1972). 1 pg. Photocopy. Box No. 5:2, Folder No. 1.*

Three items. The first is a letter from James Edwards to Amory Lovins expressing thanks for Lovins’ “contributions to the [Energy Research Advisory] Board and the [US] Department of Energy”. The second is a letter from Amory Lovins “To the Editor” of The New York Times which argues that “The cause of the energy crisis that so many of [The New York Times’] correspondents deplore is not conservationist-limited supply but extravagant demand” and the third is another letter from Amory Lovins “To the Editor” of The New York Times which criticises “Lelan Sillin’s ”30-Year Plan for Pollution-Free Energy Sources“”, published in The New York Times on December 13, 1971, as being ”misleading.”.

- [1040] *Bodin, Leo, Lovins, Amory B., Miller, Joseph William and Ozer, Richard, “Letters to The Times”, Los Angeles Times (Los Ange-*

les, CA, December 6, 1981). 2 pp. Photocopy. Box No. 5:2, Folder No. 1.

Four letters to Los Angeles Times, under the heading “The Debate Over Nuclear Energy”, responding to an article by Bertram Wolfe, “The Nuclear Debate Isn’t Really About Energy” [November 22, 1981], including one from Amory Lovins who argues that his own views on this area have been distorted by Wolfe.

- [1041] *Lewis, Anthony, “Power of the Market” and no author, “Science and politics don’t mix”, The New York Times (New York, NY, June 19, 1980). 1 pg. Photocopy. Box No. 5:2, Folder No. 1.*

A brief article in The New York Times by Anthony Lewis which looks at an article by Amory and Hunter Lovins, and Leonard Ross, “Nuclear Power and Nuclear Bombs”, which challenges the assumptions that “the worldwide spread of nuclear power is economically desirable, is necessary to reduce dependence on oil and can be regulated by international agreement so that it will not lead to the proliferation of nuclear weapons.” Also included is [an advert?] by Mobil® titled “Science and politics don’t mix” which argues that “nothing turns science to mush faster than politicking” and responding to a planned hearing by US Senator George McGovern whose “avowed reason for the [hearing] is to find out whether scientists ”with ties to Mobil Oil ... would rob hundreds of thousands of American farmers“ of the opportunity to benefit from gasohol development.”

- [1042] *Wylder, John W., “The Nuclear Energy Option Is Alive and Well”, Lovins, Amory B., “Shortcuts to U.S. Energy Conservation” and Lovins, Amory, “Is ‘Red Tape’ a Code Word for Law?”, The Washington Post (Washington, DC, August 3, 1979). 1 pg. Photocopy. Box No. 5:2, Folder No. 1.*

Three items on the same sheet. The first is a letter to the editor of The Washington Post by John W. Wylder, responding to an article by Anthony Parisi which explored “Amory Lovins’s premature predictions of the demise of the nuclear energy option”. The second is a letter to the editor of The Washington Post by Amory Lovins which argues that although “A hefty excise tax on gasoline may be a good idea if coupled with rebates for equity ... it does not address the problem that most people—especially the low-income people to whom gas guzzlers are filtering down—cannot afford to buy more efficient cars.” The third item is an article in The Washington Post by Amory Lovins which asks the question, in relation to the “Energy Mobilization Board (EMB), which was proposed to ”cut red tape“ impeding ”critically needed“ energy supply projects”, “Does ”red tape“ mean the procedural defects everyone wants fixed ... Or is [it] a code phrase for the painstakingly crafted substantive laws governing clean air and water, strip-mining, toxic substances, endangered species, and advance assessment of alternatives—or for the judicial review and public participation that give those laws practical effect?”

- [1043] *No author, “‘Soft Energy’ Promoted as U.S. Solution : Physicist Sees Endless Power From Sun, Wind and Tide”, Los Angeles Times (Los Angeles, CA, April 26, 1978) and Lovins, Amory,*

“Mr. Lovins’ Thesis”, Los Angeles Times (Los Angeles, CA, August 13, 1979). 1 pg. Photocopy. Box No. 5:2, Folder No. 1.

Two items. The first is an article by an unknown author outlining Amory Lovins’ views and influence on US energy policy. The second is a [letter to the editor of Los Angeles Times?] by Amory Lovins responding to a “letter” from Bertram Wolfe, arguing that “Wolfe ... seeks yet again to suggest by out-of-context quotation that [Lovins’] opposition to nuclear power (and other central-electric investments at the margin), and my preference for greatly increased energy productivity and appropriate renewable energy sources, are based on some ideology—unspecified but impliedly Marxist and manipulative.”

- [1044] *Wargo, J. R., “Father of a ‘Buzz Word’”, The New York Times (New York, NY, September 30, 1977) and [?], “Of Hard and Soft Technologies”, The New York Times (New York, NY, August, 1977). 1 pg. Photocopy. Box No. 5:2, Folder No. 1.*

Two items. The first is a letter to the editor of The New York Times contesting Amory Lovins’ claim that Lovins is “”the father of ‘soft energy technologies’”“. The second is a letter to the editor of The New York Times arguing that “Allen L. Hammond’s Aug. 28 ... article on hard (nuclear, coal, etc.) and soft energy (solar, etc.) technology propagates some ideas by “soft” technology proponents about these technologies that may turn out to be myths.”” Due to the quality of the photocopy, part of the second item is largely illegible.

- [1045] *No author, “[...?] energy choices”, The Christian Science Monitor, (August, 1976) and Lovins, Amory B., “The Unmasking of a ‘Turkey’ Called Nuclear Power”, The New York Times (New York, NY, August 5, 1980). 1 pg. Photocopy. Box No. 5:2, Folder No. 1.*

Two items. The first is part of an article which looks at the “hard” [oil, nuclear, etc.] and “soft” [renewable] energy paths open to the US government to pursue, as laid out by Amory Lovins. The second is a letter “To the Editor” of The New York Times by Amory Lovins which responds to a letter “To the Editor” by John W. Wydler, which criticised an article by Lovins [et al.] “without, apparently, having read its documented rebuttals to [Wydler’s] claims that nuclear energy is flourishing abroad, economically desirable and necessary for energy security.”

- [1046] *Lovins, Amory B., letter to Loeb, William (October 14, 1976), Lovins, Amory B., letter to Loeb, William, Manchester Union Leader (Manchester, NH, October, 1976), Loeb, William, letter to Lovins, Amory, Manchester Union Leader (Manchester, NH, October, 1976), Loeb, William, letter to Lovins, Amory, Manchester Union Leader (Manchester, NH: October 10, 1978), Lovins, Amory B., letter to Loeb, William, Manchester Union Leader (Manchester, NH, October 29, 1975) and Loeb, William, letter to Lovins, Amory (Manchester, NH, October 29, 1975). Box No. 5:2, Folder No. 1.*

A series of letters between Amory Lovins and William Loeb, President of the Manchester Union Leader. The first, unpublished, from Lovins to Loeb, addresses “several misapprehensions” that Lovins feels Loeb is

under, relating to nuclear energy and Lovins' own views. The second and third consist of a letter from Lovins to Loeb, and a letter from Loeb to Lovins, respectively, both published [in the Manchester Union Leader?] under the heading "[...] Presents Case Against Nuclear Plants". The first of these responds to an editorial by Loeb, "Stop Shouting!" which "claims that "a small group of extremists," "fanatics" who are "beyond reason," are misguidedly opposing nuclear power while "all the scientist experts in the country" support it", whilst the second responds to a letter from Lovins, arguing that Lovins is "part of a well organized and well orchestrated movement to create an energy crisis on the part of the free world." The fourth letter, unpublished, from Loeb to Lovins, asks Lovins to keep subsequent letters for publication in the Manchester Union Leader "to a maximum of 400 words." The fifth letter, published in the Manchester Union Leader under the heading "Case of Phantoms", from Lovins to Loeb, responds to an editorial by Loeb titled "The Scaremongers" and argues that Loeb's "readers deserve not polemics against phantoms, but a full exploration of substantive issues". The sixth letter is a [private?] response to Lovins against this charge, arguing that Lovins is "on the side of the phantoms".

- [1047] *Goldstein, Carl, "The Opposition Movement and its Leaders" (n.d.), Lovins, Amory B., letter to Goldstein, Carl (January 5, 1978), Goldstein, Carl, letter to Lovins, Amory (March 16, 1978) and Lovins, Amory B., letter to Goldstein, Carl (March 22, 1978). 14 pp. Photocopy. Box No. 5:2, Folder No. 1.*

Four items. The first is a speech by Carl Goldstein, Assistant Vice President of the Atomic Industrial Forum, "Presented at the AIF-SVA International Workshop, "Nuclear Power and the Public""", which discusses the anti-nuclear energy movement, including a critique of Amory Lovins and his October, 1976 article in Foreign Affairs, "Energy Strategy: The Road Not Taken", which "proposed that the world had to choose between the "hard path" of nuclear and coal-fired energy or the "soft path" of conservation and renewable energy sources such as solar power". The second item is a letter from Lovins to Goldstein responding to this speech in which Lovins "offer[s] a bit of unsolicited off-the-cuff advice and suggest[s] answers to some questions [Goldstein] asked in [his] speech." The third item is Goldstein's response, in a letter to Lovins, in which he states that he and Lovins "do not have very much to discuss". The fourth item is a response from Lovins in another letter to Goldstein, in which Lovins defends his original letter and states that Lovins has "evidently failed in [his] aim of helping [Goldstein] to understand several matters which [he] had said in [his] speech were baffling and disturbing [him].

- [1048] *Metz, William D., "Solar Politics: Lame-Duck Officials Initiate a Major New Study", Science (December 17, 1976). pp. 628-631. Photocopy. Box No. 5:2, Folder No. 1.*

The text of an article by William Metz, originally published in Science, which discusses the attempt of a top official of the Energy Research and Development Administration, Robert L. Hirsch during a lame duck session of the US Congress, to call "into question the economic feasibility

of direct solar electric power generation on a large scale and” ask “for an immediate study of the issue”, “before the start of a new Administration that is expected to favor solar energy development”, and the subsequent backlash.

- [1049] *No author, “An open letter to the 95th Congress and the new Administration”, The Washington Post (Washington, DC, December 3, 1976). pg. 647. Photocopy. Box No. 5:2, Folder No. 1.*

An “Advertisement by the Edison Electric Institute” in the form of an open letter to the US Congress, imploring the government to keep supporting “the electric utility industry” with a number of steps, such as by “Enact[ing] legislation that will maximise the use of [the US’s] greatest single available resource - coal” and “Enact[ing] environmental laws and regulations that give balanced recognition to the nation’s need for an ample energy supply, and remove[ing] present uncertainties that effectively prevent the industry from moving forward.”

- [1050] *Lovins, Amory B. and Shepard, Michael, “Table of Contents” in Implementation Paper #2 : Customer Behavior and Information Programs (Snowmass, CO: Rocky Mountain Institute, December, 1988). pg. ii. Photocopy. Box No. 5:2, Folder No. 1.*

The “Table of Contents” for Implementation Paper #2 : Customer Behavior and Information Programs, “a proprietary technical report from COMPETITEK_, an information service of Rocky Mountain Institute on advanced techniques for electric efficiency”, by Amory Lovins and Michael Shepard. Contents include “Introduction”, “Understanding customer behavior”, “Information vehicles” and “Conclusion”.

- [1051] *No author, Rocky Mountain Institute Newsletter, Vol. V, No. 4, (Old Snowmass, CO, Winter, 1989). 12 pp. Original publication. Box No. 5:2, Folder No. 1.*

Volume V, Number 4 of Rocky Mountain Institute Newsletter, including the article “Energy Efficiency and the Quest for Clean Air” which discusses ways in which, “After a decade of congressional gridlock and presidential neglect, clean air has stormed back into the national agenda”, with, for example, President George H. W. Bush proposing “a comprehensive bill to cut urban smog and acid rain”. Other articles include “Economic Renewal Program Publishes New Books”, “RMI Hosts Second Annual Competitek Forum”, “Kilowatts, Copiers, & Computers”, “Amory’s Autumn Travelogue”, “Amory Lovins Named One of ”The Rising Stars“ by The Wall Street Journal”, “Earth Day 1990”, “Program Notes”, “ 1989: The Year in Review”, “Staff Notes” and “RMI Awarded Grant of Apple Computers”.

- [1052] *Lovins, Amory, “If it’s not efficient, it’s not beautiful”, No. 66 (Fine Homebuilding, Spring, 1991). pg. 4. Photocopy. Box No. 5:2, Folder No. 1.*

An article by Amory Lovins in the “Annual Issue on Houses” of Fine Homebuilding, which looks at ways in which new houses can be built to be efficient in terms of energy use, using his own house at the Rocky Mountain Institute at Old Snowmass, Colorado, as an example.

- [1053] *Romm, Joseph, "Needed—A No-Regrets Energy Policy", The Bulletin of the Atomic Scientists (July/August, 1991). pp. 31-36. Photocopy. Box No. 5:2, Folder No. 1.*
An article by Joseph Romm which argues that US President George H. W. Bush's "new energy policy increases dependence on foreign oil and ignores economic and environmental security" and looks at ways in which "The country can do better", by, for example "a reduction in oil consumption" and by investing in solar energy.
- [1054] *Buderi, Robert, Smith, Emily T., Shao, Maria, Smith, Geoffrey and Hong, Peter, "Conservation Power : It has a New Look that's Igniting an Energy Revolution" and Smith, Emily T., "Amory Lovins' Energy Ideas Don't Sound So Dim Anymore", Business Week (September 16, 1991). pp. 86-92. Photocopy. Box No. 5:2, Folder No. 1.*
An article in Business Week which looks at ways in which conservation of energy can free up inefficiently used power to meet rising energy demands in the most efficient and environmentally friendly way, and a shorter article looking back at the ideas of Amory Lovins as first laid out in his October, 1976 article in Foreign Affairs, "Energy Strategy: The Road Not Taken?", which "proposed that the world had to choose between the "hard path" of nuclear and coal-fired energy or the "soft path" of conservation and renewable energy sources such as solar power". Due to the quality of the photocopy some text is difficult to read, though not illegible.
- [1055] *No author, "Rocky Mountain Institute" (Old Snowmass, CO, n.d. [1990?]). 13 pp. Original publication. Box No. 5:2, Folder No. 1.*
A leaflet for the Rock Mountain Institute [RMI] which describes itself as "a nonprofit research and educational foundation with a vision across boundaries" with "Our goal [being] to foster the efficient and sustainable use of resources as a path to global security." After outlining the Institute's "core values", the booklet is divided into the following sections: "Energy Program", "Water Program", "Economic Renewal Program", "Agriculture Program", "Security Program", a list of the board of directors [including Amory and Hunter Lovins] and biographies of the senior staff.
- [1056] *Lovins, Amory B., "Proposed Energy Policy Summaries" (n.d. [1990s]). 3 pp. Annotated throughout. Box No. 5:2, Folder No. 1.*
[notes for a talk?] in which Amory Lovins looks at the energy policy of US President George H. W. Bush, arguing that the policy is: "drain America first, blow it out our tailpipes, and to hell with our kids". The text is divided into informal sections: "three minutes on what's wrong and what to do instead", "plus two more minutes on how to do it", "or, in place of both, the 90-second bite", "and a couple of supporting anecdotes about energy efficiency and jobs".
- [1057] *Lovins, Amory B. and Lovins, L. Hunter, "Make Fuel Efficiency Our Gulf Strategy", The New York Times (New York, NY, December 3, 1990). 8 pp. Box No. 5:2, Folder No. 1.*

The text of an op-ed originally published in The New York Times by Amory and Hunter Lovins which looks at how US energy policy has contributed to the Gulf War, and how to use lessons from this war as an incentive for fuel efficiency.

- [1058] *Lovins, Amory B., "National Energy Strategy Undercuts War Aims" (February, 1991). 4 pp. Box No. 5:2, Folder No. 1.*

"Remarks" by Amory Lovins delivered "at a Natural Resources Defense Council/RMI press conference" in Washington DC on February 20, 1991, in which Lovins discusses the "National Energy Strategy" introduced by US President George H. W. Bush a month after he "launched [the Gulf War] against a dictator whose actions threatened to make Americans' energy more expensive and less secure", and argues that "the NES does more to inhibit than to further energy efficiency", before analysing why this is the case, how it "undercuts" the US "war aims", and what can be done to rectify this.

- [1059] *Lovins, Amory B., "Profitably Abating Global Warming" (1991?). 8 pp. Box No. 5:2, Folder No. 1.*

"Notes" delivered by Amory Lovins for the "Japanese-American Conference on Global Warming" in Atlanta, 3-4 June, 1991, which is divided into sections under the following introductory sentences: "Abating global warming is not costly but profitable", "Climatological uncertainties about global warming are ... irrelevant", "Being profitable, abatement can be achieved largely through markets", "Econometric calculations showing that abatement is costly are fallacious", "Claims that abating global warming would drastically curtail modern lifestyles are equally mistaken", "Abating global warming need not trade off one kind of risk or pollution for another, but can simultaneously reduce or eliminate many to once", "Calculations that saving energy is cheaper than making it ... are neither speculative nor futuristic ... rely[ing] on measured cost and performance data from commercially available devices", "Equally striking progress in financing and delivering efficiency confirms that most of the potential savings can actually be captured quickly and cheaply", "High levels of energy efficiency can greatly accelerate the spread of cost-effective, climatically benign renewable sources", "The combination of highly efficient energy use with modern renewable sources is attractive even in difficult circumstances", "However, not choosing the best buys first will make global warming worse", "There are vast and mutually beneficial opportunities for Japan and the U.S. to support each other's efforts in energy efficiency and renewable sources, as well as in sustainable farming and forestry and in CFC displacement", "Combining Japanese with U.S. strengths in efficiency and sustainability can bring vast benefits not only to both these countries but also to others, especially those seeking to build and modernize their economies", "Energy (and resource) efficiency has extraordinary development leverage" and "Most of the best ways now known to abate climatic change are not hostile but vital to global equity, development, prosperity, and security".

- [1060] *Lovins, Amory B. and Lovins, L. Hunter, "Make Fuel Efficiency Our Gulf Strategy", The New York Times (New York, NY, De-*

ember 3, 1990). 8 pp. Annoatted throughout. Box No. 5:2, Folder No. 1.

The text of an op-ed originally published in The New York Times by Amory and Hunter Lovins which looks at how US energy policy has contributed to the Gulf War, and how to use lessons from this war as an incentive for fuel efficiency.

- [1061] *Lovins, Amory B. and Lovins, L. Hunter, "Make Fuel Efficiency Our Gulf Strategy", The New York Times (New York, NY, December 3, 1990). p. A15. Photocopy. Box No. 5:2, Folder No. 1.*

An op-ed in The New York Times by Amory and Hunter Lovins which looks at how US energy policy has contributed to the Gulf War, and how to use lessons from this war as an incentive for fuel efficiency.

- [1062] *Lovins, Amory B. and Lovins, Hunter L., "The Energy Saboteurs Are In the White House", Los Angeles Times (Los Angeles, CA, January 21, 1991). 2 pp. Photocopy. Box No. 5:2, Folder No. 1.*

An article in the Los Angeles Times by Amory and Hunter Lovins which argues that "The [US] Administration perpetuates our dependence on gulf oil, instead of profitably eliminating the need."

- [1063] *Flavin, Christopher, and Lenssen, Nicholas, "Saving the Climate Saves Money", World Watch (December, 1990). pp. 25-34. Tear sheets. Box No. 5:2, Folder No. 1.*

An article in World Watch by Christopher Flavin and Nicholas Lenssen which argues that, contrary to the argument of US President George H. W. Bush that "programs to slow global warming through carbon emission reductions are a greater threat the U.S. economy than global warming itself", there are "economical, perhaps even profitable ways" to reduce energy usage.

- [1064] *Fickett, Arnold P., Gellings, Clark W. and Lovins, Amory B., "Efficient Use of Electricity", Scientific American (September, 1990). pp. 65-68 + 71-74. Photocopy. Annotated throughout. Box No. 5:2, Folder No. 1.*

An article in Scientific American which argues that "Advanced technologies offer an opportunity to meet the world's future energy needs while minimizing the environmental impact" and that "Both suppliers and consumers of electricity can benefit from the savings."

- [1065] *Fickett, Arnold P., Gellings, Clark W. and Lovins, Amory B., "Efficient Use of Electricity", Scientific American (September, 1990). pp. 65-68 + 71-74. Photocopy. Box No. 5:2, Folder No. 1.*

An article in Scientific American which argues that "Advanced technologies offer an opportunity to meet the world's future energy needs while minimizing the environmental impact" and that "Both suppliers and consumers of electricity can benefit from the savings."

- [1066] *No author, "How can individuals in business work proactively to develop successful strategies and new models that are conscious of earth's precarious condition? : Ecotech Conference" (The Tides Foundation, November, 1991). 28 pp. Original publication. Annotated throughout. Box No. 5:2, Folder No. 1.*

- A book of information relating to the 14-17 November, 1991 Ecotech Conference, at the Monterey Conference Center in Monterey, CA, including a program, information about the speakers, information about restaurants in Monterey, "End Notes" thanking the supporters of the Ecotech Conference, a sheet for feedback, information about the "Ecotech Participants" and a space for "Notes". Speakers and/or participants include Paul Hawken, Peter Schwartz, Stewart Brand, Amory Lovins, Napier Collyns and Art Kleiner. Art Kleiner has produced sketches of the speakers and written extensive notes throughout, including on the covers, with reference to scenario planning and Royal Dutch/Shell.
- [1067] *No author, "Good Company and the Tides Foundation Presents: Discovering the New Mind in Business" (Good Company Media Productions, 1991). 2 pp. Photocopy. Annotated throughout. Box No. 5:2, Folder No. 1.*
A list of [video recordings for purchase of?] "Presenter Programs" in the November 14-17, 1991 Ecotech Conference in Monterey, CA, including "Discovering the New Mind in Business" by Peter Schwartz, "Doing the Right Thing" by Paul Hawken and "Global Ecology" by Hazel Henderson.
- [1068] *No author, "Global Business Network Worldview Meeting : November 17 & 18, 1991 : Monterey, California : Attendees" (November 17-18, 1991). 2 pp. Box No. 5:2, Folder No. 1.*
A list of attendees at the Global Business Network WorldView Meeting, November 17-18, 1991, divided into "Network Members", including Amory Lovins "WorldView Members", "Guests", including Art Kleiner, and "Staff Members", including Stewart Brand and Napier Collyns.
- [1069] *No author, "Ecotech Participants" (November 17-18, 1991). 2 pp. Box No. 5:2, Folder No. 1.*
A list of "Ecotech Participants", for the 14-17 November, 1991 Ecotech Conference, although if so this is just a partial list.
- [1070] *No author, [Kleiner, Art?], handwritten notes. (November 17-18, 1991). 56 pp. Notebook. Box No. 5:2, Folder No. 1.*
Handwritten notes, presumably by Art Kleiner, presumably taken at to the 14-17 November, 1991 Ecotech Conference, with reference to scenario planning.
- [1071] *Olson, Arne P., letter to the Editor of Science, Rossin, A. David, letter to the Editor of Science and Lovins, Amory B., letter to the Editor of Science, Science, Vol. 251, (March 15, 1991). pp. 1296-1297. Photocopy. Box No. 5:2, Folder No. 1.*
Three letters published in Science. The first, from Arne P. Olson, argues that "In order to predict the savings (if any) to be realized by switching to new, high-efficiency light bulbs, the consumer needs to know the facts concerning both lighting and heating aspects of the alternatives." The second, by A. David Rossin, responds to the statement by Amory Lovins, author of the October, 1976 article in Foreign Affairs, "Energy Strategy: The Road Not Taken?", which "proposed that the world had to choose between the "hard path" of nuclear and coal-fired energy or the "soft path" of conservation and renewable energy sources such as

solar power”, that he “”is willing to concede half” of his projected energy savings“. The third, by Amory Lovins, corrects five points from ”[Jeremy] Cherfas’s welcome and stimulating account of the Dahlem Conference[, published in a News & Comment article, “Skeptics and visionaries examine energy saving” in Science, January 11, 1991, which] described [Lovins’] findings slightly inaccurately.”” Due to quality of photocopy, part of the first letter does not appear.

[1072] *Lovins, Amory B., letter to the Editor of Science and Barnwell, George M., letter to the Editor of Science, Science (May 10, 1991). pp. 763-764. Photocopy. Box No. 5:2, Folder No. 1.*

Two letters published in Science under the heading “Energy savings”. The first, by Amory Lovins, responds to two earlier letters, one by Arne P. Olson which claimed that “Jeremy Cherfas’ recent News & Comment article ”Skeptics and visionaries examine energy saving“ ([Science], 11 Jan., p. 154) considers only [the?] lighting benefits of new, high-efficiency [light?] sources”, and one by A. David Rossin, portraying a quote from Lovins [that he “”is willing to concede half” of his projected energy savings“] out of context. The second letter, by George M. Barnwell, responds to Olson’s claim in his letter ”that light bulbs emit significant amounts of waste heat“, his subsequent suggestion ”that, since compact fluorescents emit less heat than incandescents, energy savings from substituting fluorescents for incandescents won’t be as large as expected,“ and his claim that ”large, modern office buildings receive a significant contribution to their heating plant from the waste heat from lighting systems.””.

[1073] *Cherfas, Jeremy, “Skeptics and Visionaries Examine Energy Saving”, Science, Vol. 251 (January 11, 1991). pp. 154-156, Olson, Arne P., letter to the Editor of Science, Rossin, A. David, letter to the Editor of Science and Lovins, Amory B., letter to the Editor of Science, Science, Vol. 251 (March 15, 1991). pp. 1296-1297, and Lovins, Amory B., letter to the Editor of Science and Barnwell, George M., letter to the Editor of Science, Science (May 10, 1991). pg. 763. Photocopy. Annotated throughout. Box No. 5:2, Folder No. 1.*

Three items stapled together. The first is an article by Jeremy Cherfas in Science which examines the claim that “new, efficient appliances could save enormous amounts of energy—and solve the greenhouse problem” and looks at the likelihood of these being adopted. The second item consists of three letters published in Science. The first, from Arne P. Olson, argues that “In order to predict the savings (if any) to be realized by switching to new, high-efficiency light bulbs, the consumer needs to know the facts concerning both lighting and heating aspects of the alternatives.” The second, by A. David Rossin, responds to the statement by Amory Lovins, author of the October, 1976 article in Foreign Affairs, “Energy Strategy: The Road Not Taken?”, which “proposed that the world had to choose between the ”hard path“ of nuclear and coal-fired energy or the ”soft path“ of conservation and renewable energy sources such as solar power”, that he “”is willing to concede half” of his projected energy savings“. The third, by Amory Lovins, corrects

five points from "[Jeremy] Cherfas's welcome and stimulating account of the Dahlem Conference[, "Skeptics and visionaries examine energy saving", which] described [Lovins'] findings slightly inaccurately." The third item consists of two letters published in *Science* under the heading "Energy savings". The first, by Amory Lovins, responds to two earlier letters, that by Arne P. Olson which claimed that Jeremy Cherfas' article, "Skeptics and visionaries examine energy saving", considers only [the?] lighting benefits of new, high-efficiency [light?] sources", and that by A. David Rossin. The second letter, by George M. Barnwell, responds to Olson's claim in his letter "that light bulbs emit significant amounts of waste heat", his subsequent suggestion "that, since compact fluorescents emit less heat than incandescents, energy savings from substituting fluorescents for incandescents won't be as large as expected," and his claim that "large, modern office buildings receive a significant contribution to their heating plant from the waste heat from lighting systems."

- [1074] *No author, Facts on ACT_: ACT_ for Maximum Energy Efficiency, Issue 2 (January, 1991). 2 pp. Photocopy. Box No. 5:2, Folder No. 1.*

Issue 2 of a newsletter, *Facts on ACT_*, which consists of three short articles: "Amory's Vision", which examines the views and growing influence of Amory Lovins, author of the article "Energy Strategy: The Road Not Taken?" (*Foreign Affairs*, October, 1976), which "proposed that the world had to choose between the "hard path" of nuclear and coal-fired energy or the "soft path" of conservation and renewable energy sources such as solar power", including his opinion on "the best energy-saving technologies applicable for ACT_ [Advanced Customer Technology Test] considerations". The second article shares "Advice from the Internal Review Committee", which "consists of PG&E individuals involved in customer energy efficiency and represents the corporate interest in ACT_". The third article, "Unique Team Formed for ACT_" introduces the team behind the ACT_ project.

- [1075] *Lovins, Amory B., The Negawatt Revolution: Advanced Electric Efficiency for Corporate Facilities : Workshop Section D, 13 May 1991, Cincinnati World Congress Industrial Development Research Council (Old Snowmass, CO: Rocky Mountain Institute, 1991). 54 pp. Photocopy. Box No. 5:2, Folder No. 1.*

Pages used for a workshop with the Cincinnati World Congress Industrial Development Research Council, focusing on the "Negawatt Revolution", mostly consisting of summarized "technical findings ... documented in the very detailed Hardware Reports of Rocky Mountain Institute's COMPETITEK nonprofit technical information service", and arguing that "New technologies, most of the best less than a year old, can save twice as much electricity as five years ago, at a third the cost ... while improving comfort, aesthetics, and productivity," before examining how to access this potential in the design of new corporate buildings.

- [1076] *No author, Competitik : Advanced Techniques for Electric Effi-*

- ciency (n.d.). 14 pp. Original publication.* Box No. 5:2, Folder No. 1.
- A booklet providing information about Competitek, the Rocky Mountain Institute's nonprofit technical information service, which aims to provide "up-to-date information on advanced techniques for electric end-use efficiency" and so help "decisionmakers meet the demands of today's energy marketplace".
- [1077] *No author, "Additional Competitek Subscribers September 1989" (n.d.). 1 pg.* Box No. 5:2, Folder No. 1.
- A list of "Additional Competitek [the Rocky Mountain Institute's nonprofit technical information service] Subscribers" for September, 1989, including corporations, universities and government departments.
- [1078] *No author, "A Centennial View: People to Watch", The Wall Street Journal Centennial Edition (New York, NY). pp. [A4?]-A6. Photocopy and tear sheet.* Box No. 5:2, Folder No. 2.
- Part of an article in the Centennial Edition of The Wall Street Journal, looking at "People to Watch", in which Amory Lovins is described as "The guru of electricity conservation ... [who] once was scorned by utilities but now is being courted as the 1990s loom as a decade of power shortages."
- [1079] *Russell, Dick, "Interview : Amory and Hunter Lovins : Pioneers of the Energy Efficiency Revolution", E Magazine (May/June, 1991). pp. 11-14 + 57-60. Tear sheets.* Box No. 5:2, Folder No. 2.
- An interview in E Magazine with Amory and Hunter Lovins about their current and future work, including discussions of US "dependence on oil obtained from the Persian Gulf", the input of Amory and Hunter Lovins on the US Department of Energy's "national energy strategy", reasons for profitable oil companies to move "toward greater efficiency and alternative energy sources", "models of energy policy in other countries [the US] can learn from", and how the Rocky Mountain Institute (RMI) [a non-profit organization which proposes "integrated solutions to overlapping problems in such areas as development, energy, water, agriculture, transportation, economic renewal, and global security" which Lovins] created with his wife ... in 1982" is run.
- [1080] *Lovins, Amory B., "The 'Negawatt' Revolution: New Techniques for Electric Efficiency", Site Selection, Vol. 35, No. 6 (December, 1990). Contents page + pp. 5-11. Photocopy.* Box No. 5:2, Folder No. 2.
- An article by Amory Lovins which argues that "New electricity-saving techniques can reduce corporations' operating costs and improve their profitability, help protect the environment and boost local economic development."
- [1081] *Mirvis, Philip, "Work in the 20th Century: America's Trends & Tracts, Visions & Values, Economic & Human Developments", ReVISION Journal (1984). 12 pp.* Box No. 5:2, Folder No. 2.
- An article by Philip Mirvis published in ReVISION Journal which supplements a map by the same name, also by Mirvis [though drawn by Laura Santi], which "depicts social, political, and industrial trends;

scholarly, managerial, and journalistic tracts; free-spirited, down-to-earth, and hell-bent visions; and dominant, competing , and alternative values that have shaped economic and human developments in the United States in the 20th century.” The article follows these trends in more detail.

- [1082] *Mirvis, Philip, “Work in the 20th Century: America’s Trends & Tracts, Visions & Values, Economic & Human Developments”, ReVISION Journal (1984). 1 pg. Large folded map. Fully illustrated.* Box No. 5:2, Folder No. 2.

A map devised by Philip Mirvis [though drawn by Laura Santi] published in ReVISION Journal which supplements an article by the same name, also by Mirvis, which “depicts social, political, and industrial trends; scholarly, managerial, and journalistic tracts; free-spirited, down-to-earth, and hell-bent visions; and dominant, competing , and alternative values that have shaped economic and human developments in the United States in the 20th century.” The article follows these trends in more detail.

- [1083] *Mirvis, Philip H., “Organization Development: Part I—An Evolutionary Perspective”, Research in Organizational Change, Vol. 2 (1988). pp. 1-57. Reprint.* Box No. 5:2, Folder No. 2.

“Part I of a two-part essay on the evolution of organization development [OD] ... [which] examines ... definitions of the field in the 1960s, 1970s, and 1980s in terms of its theory, interventions, and results [with] the focus [being on] the content and context of OD in the past three decades.” It then “analyzes the developments in the field through [four] perspectives ... (1) the advance of OD knowledge; (2) its development as a social movement; (3) its adaptation to the demands of client organizations; and (4) its application by practitioners in the marketplace” before finally “contrast[ing] originating and current conceptions of the field.”

- [1084] *Parks, Stephen, “The Drive to Learn”, Santa Fe Lifestyle (Santa Fe, NM, n.d.). pp. 12-14. Photocopy.* Box No. 5:2, Folder No. 2.

An article in Santa Fe Lifestyle which largely consists of an interview with Edward T. Hall, Santa Fe’s “cultural anthropologist, teacher, consultant [and] author” regarding the US educational system.

- [1085] *No author, a series of “looping” diagrams (n.d.). 12 pp.* Box No. 5:2, Folder No. 2.

A series of “looping” diagrams illustrating ideas of organizational change.

- [1086] *Mirvis, Phil H., “The World of Work - 1985-1994 : Addendum to Work in the 20th Century” (Spring, 1994). 7 pp.* Box No. 5:2, Folder No. 2.

Text by Philip Mirvis which supplements a map, also by Mirvis [though illustrated by Thya Merz], which illustrates “recent developments in the world of work and their impact on American life and business”, serving as an updated addition to a previous map by Mirvis, “Work in the 20th Century: America’s Trends & Tracts, Visions & Values, Economic & Human Developments”.

- [1087] *Mirvis, Phil H., "The World of Work - 1985-1994 : Addendum to Work in the 20th Century" (Spring, 1994). 1 pg. Folded map. Fully illustrated.* Box No. 5:2, Folder No. 2.
A map devised by Philip Mirvis [though drawn by Thya Merz], which supplements an article by the same name and illustrates "recent developments in the world of work and their impact on American life and business", serving as an updated addition to a previous map by Mirvis, "Work in the 20th Century: America's Trends & Tracts, Visions & Values, Economic & Human Developments".
- [1088] *Mirvis, Phil H., letter to Kleiner, Art (June 1, 1994). 1 pg.* Box No. 5:2, Folder No. 2.
A letter from Phil Mirvis to Art Kleiner, referring to the Fifth Discipline Fieldbook, and the enclosed "map of Work in the 20th Century" [see previous item].
- [1089] *Main, Jeremy, "Manufacturing the Right Way", Fortune, Vol. 121, Issue 11 (May 21, 1990). 6 pp. Reprint.* Box No. 5:2, Folder No. 2.
An article reprinted from Fortune about American companies starting to regard factory "plants and the people who run them" as "the star[s]" of the company, with a particular focus on the manufacturing company Caterpillar, and on William J. Fife Jr., the CEO of Giddings & Lewis.
- [1090] *Fife, William J., "The Automaton Imperative", Chief Executive (May, 1991). 4 pp. Reprint.* Box No. 5:2, Folder No. 2.
An article from Chief Executive by William J. Fife, Jr., CEO of Giddings & Lewis, which argues that "the next manufacturing renaissance" will call for "Cost-conscious machines that operate at high tolerance, and totally integrated automated production."
- [1091] *Kim, Daniel H., "Toward Learning Organizations: Integrating Total Quality Control and Systems Thinking", The Systems Thinker (October 8, 1990). 18 pp. Photocopy.* Box No. 5:2, Folder No. 2.
A paper by Daniel H. Kim which argues that "Old ideas that cost and quality are an either/or decision have to be discarded, the need for closer worker involvement has to be recognized, and management's responsibility for defects arising from faulty systems has to be assumed," and that integrating systems thinking with Total Quality Control [TQC] is a necessary means of approaching this.
- [1092] *Roth, William, "Formal Versus On-the-Job Training: Which Way to Quality?", Quality Progress (n.d.). 12 pp.* Box No. 5:2, Folder No. 2.
An article by William Roth which argues that "Training is being misused in most quality improvement efforts" and that a "traditional, up-front focus on training ... is one of the reasons so many quality improvement efforts that start out with promise and enthusiasm end up producing very little of the desired positive change", looking at methods of addressing this issue.
- [1093] *Avedisian, Joyce, Cowin, Ron, Ferguson, Doug and Roth, William, "Beyond crisis management", PPI (February, 1986). pp. 50-53. Photocopy.* Box No. 5:2, Folder No. 2.

- An article which explores “A new method of integrating operational and design-related problem solving efforts, OTS [Organizational Transformation System]” which “can provide early ”bottom line“ results, and also avoids the shortcomings of typical ”top down“ approaches.”
- [1094] *Roth, William, “What’s going on down in Louisiana?”, PPI (September, 1987). pp. 87 + 89. Photocopy. Box No. 5:2, Folder No. 2.*
An article by William Roth which “explains one main reason why IP’s Bastrop mill in the USA” showed “a sudden large rise in profits way above” other mills.
- [1095] *Senge, Peter, “Chapter 13 : Total Quality” (n.d.). 19 pp. Box No. 5:2, Folder No. 2.*
A chapter by Peter Senge, from an unknown book, which explores “the Total Quality Control (TQC movement – the latest expression of a 30-year-old management innovation which started in America, flowered in Japan, and demonstrates (in both countries) how organizational learning is both possible and desirable.”
- [1096] *Rimer, Sara, “Stempers Out, and Fears Mount”, The New York Times (New York, NY, October 29, 1992). pp. C1-C2 + C5-C6. Tear sheets. Box No. 5:2, Folder No. 2.*
An article in The New York Times regarding the resignation of Robert C. Stempel, CEO and chairman of General Motors, following a recession in which General Motors closed multiple plants, with a focus on the workers at some of these plants.
- [1097] *Bryant, Adam, “Resignation Hits a Nerve in Detroit”, The New York Times (New York, NY, October 30, 1992). pp. C1-C2. Tear sheet. Box No. 5:2, Folder No. 2.*
An article in The New York Times regarding the resignation of Robert C. Stempel, CEO and chairman of General Motors, following a recession in which General Motors closed multiple plants, with a focus on the perception of Stempel within General Motors, “from the assembly line to the executive suite”.
- [1098] *No author, “A New Way of Managing People The New Approach is Already”, Business Week (May 11, 1981). pp. 25-34. Box No. 5:2, Folder No. 2.*
An article in Business Week which looks at methods of management by establishing better relationships between company managers and workers.
- [1099] *No author, “Conversation With Michael Maccoby” (October 14, 1988). 25 pp. Box No. 5:2, Folder No. 2.*
The transcript of a talk with Michael Maccoby at the Annual Clergy Conference, Episcopal Diocese of Delaware, Allenberry Resort, Boiling Springs, PA, October 14, 1988, with topics ranging from the differences between George H. W. Bush and Michael Dukakis, how we perceive “heroes”, spiritual leadership, Maccoby’s experience interviewing “over 250 managers”, the “metanoia of the heart”, and the difficulties of attracting people to Christianity.

- [1100] *Maccoby, Michael, "How to be a Quality Leader", Research Technology Management, Vol. 33, No. 5 (September-October, 1990). pp. 51-52. Photocopy.* Box No. 5:2, Folder No. 2.
An article in Research Technology Management by Michael Maccoby, which looks at the move by "practically all major corporations" to strive to become a "quality company", "fired up not only by competitive necessity, but also by the vision of winning the Malcolm Baldrige Quality Award", which "force[s] companies to focus on customer satisfaction, employee involvement, continuous improvement, motivating teamwork and leadership", and exploring the question "what is good leadership?"
- [1101] *No author, no title, ReVISION, Vol. 7, No. 2 (Winter 1984/Spring 1985). pp. [52?]-53. Photocopy.* Box No. 5:2, Folder No. 2.
Two pages from Vol. 7, No. 2 of ReVISION which features brief profiles of Joseph Juran, Michael Maccoby, Robert B. Reich and C. Jackson Grayson.
- [1102] *Kleiner, Art, letter to Michael Maccoby (January 12, 1988). 2 pp.* Box No. 5:2, Folder No. 2.
A letter from Art Kleiner to Michael Maccoby enquiring into the possibility of arranging an interview with Maccoby for an article Kleiner was writing "about the process by which previously unthinkable or unusual ideas – what might be called "consequential heresy" – comes to influence planning and thinking within corporations."
- [1103] *No author [Kleiner, Art?], handwritten notes on back of Eastern Airlines Shuttle advertisement. (n.d.). 1 pg.* Box No. 5:2, Folder No. 2.
Handwritten notes relating to Michael Maccoby and Sidney Harman.
- [1104] *No author [Kleiner, Art?], handwritten notes (n.d.). 8 pp.* Box No. 5:2, Folder No. 2.
Handwritten notes relating to Michael Maccoby.
- [1105] *Pollack, Andrew, "Hewlett's 'Consummate Strategist'", The New York Times (New York, NY, March 10, 1992). pp. C1-C2 + C5-C6. Tear sheets.* Box No. 5:2, Folder No. 2.
An article in The New York Times about Richard A. Hackborn, "the mastermind behind Hewlett-Packard's highly successful laser printer business, [who] is considered a leading candidate to become the company's next chief executive."
- [1106] *Delaney, Tom, "A Watershed Year: The Greening of the Marketplace", Adweek (December 18, 1989). pp. 17-18 + 23-24. Tear sheets.* Box No. 5:2, Folder No. 2.
An article in Adweek about the rise of "green" messages produced by "ad agencies" in advertisements for a wide range of products.
- [1107] *No author, "We've got to stop treating our garbage like garbage", advertisement for DuPont (n.d.). 1 pg.* Box No. 5:2, Folder No. 2.
An advertisement for DuPont from an unknown magazine, promoting recycling.
- [1108] *Tharp, Paul, "Environment is '90s Ad Buzzword", New York Post (New York, NY, December 5, 1989). pp. 53-54. Tear sheet.* Box No. 5:2, Folder No. 2.

- An article in the New York Post about the rise of “green” messages produced by “ad agencies” in advertisements for a wide range of products.
- [1109] *No author, handwritten notes (n.d.). 2 pp.* Box No. 5:2, Folder No. 2.
Handwritten notes giving contact details for Becky Wilson, and referring to the “Marketing Emotion of Environmentalism”.
- [1110] *No author, “Money from greenery”, The Economist (London, UK, October 21, 1989). pp. 15-16. Tear sheet.* Box No. 5:2, Folder No. 2.
Part of an article in The Economist which argues that “It is time finance ministers started treating the environment as a revenue-raising friend”.
- [1111] *Levin, Doron P., “New Sun Gasoline Expected : Formula Is Called Lower in Pollutants”, The New York Times (New York, NY, September 27, 1989). 1 pg. Photocopy.* Box No. 5:2, Folder No. 2.
An article in The New York Times about the Sun Oil Company being “expected to announce . . . that it will begin test-marketing a cleaner-burning gasoline, according to sources in the petroleum industry.”
- [1112] *Brown, Kevin and Stevens, Kristine, “Back Pages : From past issues of Advertising Age”, Advertising Age (July 1, 1985). 1 pg. Photocopy.* Box No. 5:2, Folder No. 2.
A brief article in Advertising Age which looks at stories published by Advertising Age over the previous fifty years. A subheading in the article is highlighted.
- [1113] *Fitch, Ed, “Ads sell Phillips’ films softly, softly”, Advertising Age (November 7, 1985). pg. 34. Photocopy.* Box No. 5:2, Folder No. 2.
An article in Advertising Age which looks at the “softly stated messages of Phillips’ [Phillips Petroleum Co.] commitment to education” as portrayed by the company’s advertisements.
- [1114] *Wiley, Steve, “European Report : A Special Roundup of Business, Industry and Financial Developments”, The Wall Street Journal Europe (April 4, 1990). pp. 1-2. Tear sheet.* Box No. 5:2, Folder No. 2.
An article in The Wall Street Journal Europe which looks at “Business, Industry and Financial Developments”, including a highlighted subsection, “Award for Green Gibberish is presented to British Nuclear Fuels” which explains that “The London office of Friends of the Earth initiates an annual ”Green Con Award“ to spotlight ”companies jumping on the green bandwagon when in fact they are talking gibberish””””.
- [1115] *No author, CEI UpDate, Vol. 8, No. 10 (October, 1995). 8 pp. Original publication. Annotated throughout.* Box No. 5:3, Folder No. 1.
Volume 8, Number 10 of the Competitive Enterprise Institute’s newsletter, CEI UpDate, including a highlighted review of Property Rights in the Defence of Nature by Elizabeth Brubaker, the “executive director of Environment Probe, one of Canada’s foremost environmental organizations”, which argues that “Property rights can provide for stronger and fairer environmental protection than government regulation.”

- [1116] *No author, The Freeman : Ideas on Liberty, Vol. 43, No. 9 (September, 1993). pp. 329-368. Original publication. Box No. 5:3, Folder No. 1.*
 Volume 43, Number 9 of The Freeman : Ideas on Liberty, a CEI [Competitive Enterprise Institute] special issue. Articles include "Environmentalism: The Triumph of Politics : It is a mistake to think that the goal of the environmental movement is protection of the environment" by Doug Bandow, "Linking Liberty, Economy, and Ecology : Liberty and private property are the best defense for the environment" by John A. Baden and Robert Ethier, "Science and the Environment : Correcting some of the errors of the environmentalists" by Bruce N. Ames, "Overpopulation: The Perennial Myth : Food, natural resources, and living space are becoming more abundant" by David Osterfeld, "Stewardship versus Bureaucracy : The control of water is too important to be left to government" by Rick Perry, "The Market and Nature : Economic development guided by the market is sustainable" by Fred L. Smith, Jr., "Eco-Justice : How politics has perverted justice" by Jane M. Orient, "Pulling the Plug on the REA : The Rural Electrification Administration serves no public interest" by Albert R. Bellerue, "In Praise of Billboards : Information is an economic good, especially for travelers" by Lawrence Person, and "Oil Drilling in Alaska : Protecting the environment on the North Slope" by Sarah Anderson.
- [1117] *Feldstein, Martin and Feldstein, Katherine, "In defense of pollution", The Boston Globe (Boston, MA, August 1, 1989). 1 pg. Photocopy. Box No. 5:3, Folder No. 1.*
 An article in The Boston Globe arguing "that public opinion has gone overboard on environmental protection" and expressing the hope "that no one takes seriously the idea that the cost of environmental protection can be disregarded."
- [1118] *Brooks, David, "Environmentalists: High, Low and Dangerous", National Review (April 1, 1990). pp. 28-31. Photocopy. Box No. 5:3, Folder No. 1.*
 An article in National Review which argues that "There are three forms of organized environmentalism in the United States . . . all three [being] motivated by a genuine concern for nature, and all three also [using] environmentalism as an excuse for power", and that "The problem with the environmental debate is that environmentalism has been portrayed as a philanthropic enterprise, not as a matter of competing legitimate interests."
- [1119] *Makower, Joel (ed.), TheGreenConsumer Letter (Washington, DC, November, 1992). 8 pp. Original publication. Box No. 5:3, Folder No. 1.*
 The November, 1992 issue of TheGreenConsumer Letter, with articles including "Recycling Used Eyeglasses", "Are Silver Fillings Bad for the Earth?", "Study Shows We're Throwing Out More Than Ever", "Cleaners Certified as Biodegradable", "Heinz Tries to Clean Up With Vinegar" and "Ecologue: The Greening of the Right Wing", which asks the question "Who's against recycling?" and examines reports behind "a small but vocal band of "anti-recyclers," conservative free-market ad-

vocates who believe that recycling has few benefits and that the public is being duped into an activity that is at best inconvenient and at worst a costly boondoggle.”

- [1120] *Lovins, Hunter and Lovins, Amory, “Visitors’ Guide” (Old Snowmass, CO July, 1991). 22 pp. Original publication. Box No. 5:3, Folder No. 1.*

The third edition of a “Visitors’ Guide” to the Rocky Mountain Institute [RMI] by Hunter and Amory Lovins, which the authors describe as an “experimental structure”, constructed by “More than a hundred volunteers and about a dozen professional builders and artisans”, which serves as their “home, bioshelter, and office”, with “energy- and water-saving features ... [being] among the most advanced in the world” as “it uses almost-all-solar space- and water-heating energy, about a tenth the usual amount of household electricity, and less than half the normal amount of water.” The guide serves to “describe the structure in general” and “follow[s] a tour” of the Institute, being divided into the following sections: “Settings”, “General features”, “Economics”, “Construction”, “Solar design”, “Glazings” and “Touring the Building”, which explores the “Research center”, “Greenhouse”, “Bathroom”, “Living/dining room and kitchen”, “Workshop/mechanicals room”, “Entryway”, “Bedrooms” and “Roof”.

- [1121] *The Rising Sun Staff, letter to “Readers of The Watt Buster Catalog” (1991). 2 pp. Original publication. Box No. 5:3, Folder No. 1.*

A letter from the staff of Rising Sun Enterprises, Inc., to the “Readers of The Watt Buster Catalog” acknowledging corrections which need to be made in [the third edition of?] The Watt Buster Catalog. A questionnaire to work out “How much money [you will] save by using a single compact fluorescent lamp” is also included.

- [1122] *No author, The Watt Buster (Basalt, CO: Rising Sun Enterprises, Inc., 1991). 52 pp. Original publication. Box No. 5:3, Folder No. 1.*

The third edition of a catalogue which “offers a sampling of the very best energy-efficient lighting technologies available for the home and office” with “accompanying practical and easy-to-understand information [which] will help you to select those products best suited for your needs.” Other sections include “Answers to Common Questions About Compact Fluorescent and Other Lighting Technologies”, the “Watt BusterTM Quick Reference Chart” which illustrates the properties of a range of “Screw-In Energy-Efficient Lighting Products”, a list of “Publications” [published by Rising Sun Enterprises, Inc.?], information about “The Rising Sun Partnership”, “The Power of Lighting”, an article “reprinted from IN BUSINESS, (January-February 1990) exploring ”An exciting array of energy-efficient lighting technologies [which] are ... offering significant environment - and economic - benefits“ and two order forms for products advertised in the catalogue. A supplement, ”Catch the new wave“, serves as a catalogue of ”new technologies ... specially designed and engineered to perform as well or better than conventional hard-

ware while using far less water“, including ”Showerheads“ and ”Faucet Adapters””, is also included.

- [1123] *No author, Rocky Mountain Institute Newsletter, Vol. VII, No. III (Old Snowmass, CO, Fall/Winter, 1991). 12 pp. Original publication. Box No. 5:3, Folder No. 1.*

Volume VII, Number III of Rocky Mountain Institute Newsletter, including the article “Beyond Weapons—A New Vision of Security : From Stealth Bombers to the ”Three E’s“, which argues that ”In coming decades, the greatest threats to our peace and security will arise ... in the realm of these ”three Es”: ”Energy Security”, ”Environmental Security” and ”Economic Security”. Other articles include ”Negawatts from Negagallons : Saving Energy Through Water Efficiency”, ”Competitek Gets into Hot Water”, ”RMI’s Globetrotters”, ”Economic Renewal Seminars”, ”Competitek Forum Breaks New Ground”, ”Eric Konheim : A Remembrance” and ”1991 The Year In Review”.

- [1124] *Shepard, Michael, Lovins, Amory B., Neymark, Joel, Houghton, David J. and Heede, H. Richard, The State of the Art: Appliances (Snowmass, CO: Rocky Mountain Institute, August, 1990). pp. i-xiii + xvi-xix. Photocopy. Box No. 5:3, Folder No. 1.*

The table of contents, ”Preface” and ”Executive Summary” of the August 1990 edition of The State of the Art: Appliances, ”A proprietary technical report from COMPETITEK_, an information service of Rocky Mountain Institute, on advanced techniques for electric efficiency” which analyses ”all the ”modern conveniences”” that apply electricity to making the lives of several billion people today more pleasant and productive.

- [1125] *Bancroft, Brady, Shepard, Michael, Lovins, Amory B., and Bishop, Robert C., with Patton, Henry G., Baynham, Linda, Wilson, John and Johnson, James, The State of the Art: Water Heating (Snowmass, CO: Rocky Mountain Institute, October, 1991). xxi pp. Photocopy. Box No. 5:3, Folder No. 1.*

The table of contents, ”Preface”, ”A note on COMPETITEK’s perspective”, ”Acknowledgements” and ”Executive Summary” of the October, 1991 edition of The State of the Art: Water Heating, ”A proprietary technical report from COMPETITEK_, an information service of Rocky Mountain Institute, on advanced techniques for electric efficiency” which promises to ”romp at a dizzying pace across disciplines from plumbing to hydrodynamics, from psychology to heat engines, from biochemistry to bacteriology, and from physical chemistry to thermal engineering.”

- [1126] *Lovins, Amory B, ”Advanced Light Vehicle Concepts : Briefing Notes for the Committee on Fuel Economy of Automobiles and Light Trucks : Energy Engineering Board Commission on Engineering and Technical Systems, U.S. National Research Council : Workshop on ”An Evaluation of the Potential and Prospects for Improving the Fuel Economy of New Automobiles and Light Trucks in the United States,” 8-12 July 1991” (August 3, 1991). 15 pp. Box No. 5:3, Folder No. 1.*

A document by Amory Lovins [provided for “the Committee on Fuel Economy of Automobiles and Light Trucks”, the “Energy Engineering Board Commission on Engineering and Technical Systems[.] U.S. National Research Council”, a “Workshop on ”An Evaluation of the Potential and Prospects for Improving the Fuel Economy of New Automobiles and Light Trucks in the United States, “ 8-12 July, 1991” at the National Academy of Sciences Facility“ in Irvine, California on July 3, 1991?] which argues that ”Bigger, cheaper fuel savings can come from more and better technologies, capturing synergisms, “tunneling through the cost barrier” with lightweight integrated assemblies that save parts and labor, and basic redesign using radically simplifying aerospace systems concepts“ and that ”Technological leaps are important for oil-saving, environment, affordability, and the car industry’s competitiveness.”” .

- [1127] *No author, “Announcement of New Publication, September 1990 : Electricity-Saving Office Equipment : By Amory B. Lovins and H. Richard Heede” (Snowmass, CO, Competitek, [1990?]). 2 pp. Original publication. Box No. 5:3, Folder No. 1.*

An “announcement” for a forthcoming book by Amory Lovins and H. Richard Heede, Electricity-Saving Office Equipment, which explores how, with “Careful attention to electric efficiency in office equipment ... American business [can save] about 2-4 billion worth of electricity per year, and during the 1990s can save U.S. utilities tens of billions of dollars’ investment in power plants.”

- [1128] *No author, Rocky Mountain Institute Newsletter, Vol. VI, No. 3 (Old Snowmass, CO, Fall/Winter 1990). 19 pp. Original publication. Box No. 5:3, Folder No. 1.*

Volume VI, Number III of Rocky Mountain Institute Newsletter, including the following articles: “Does Abating Global Warming Cost or Save Money? : A \$20 Bill Lying on the Sidewalk”, “The Crisis in the Persian Gulf : Here We Go Again”, “Growth in Perspective”, “Colleagues: ECO–Earth Communications Office”, “Competitek Forum : Innovative Utility Programs Encourage Efficiency”, “Amory Lovins’s Summer & Fall Travelogue”, “Efficiency Notebook : Office Equipment”, “Program Notes”, “Publications”, “This Quarter’s Developments in Development”, “Staff Notes”, “1990 The Year in Review” and “Institute Supporters”.

- [1129] *No author, Rocky Mountain Institute Newsletter, Vol. VII, No. 1 (Old Snowmass, CO, Spring, 1991). 16 pp. Original publication. Box No. 5:3, Folder No. 1.*

Volume VII, Number I of Rocky Mountain Institute Newsletter, including the article “Winning the Peace”, by Amory and Hunter Lovins, which argues “that greater U.S. fuel efficiency could dramatically reduce ”the oil dependence that perpetually holds [U.S.] foreign policy hostage.”” Other articles include ”Perspectives–A Word From Hunter Lovins“, ”New Publications“, ”Efficiency Notebook–Photovoltaics“, ”Sustainable Agriculture: Starting at Home“, ”RMI Participates in California Water Study“, ”Economic Renewal–Innovative Programs“, ”Colleagues–Conservation Law Foundation“, ”Home Energy Savings Book Published“,

- "RMI/PG&E Collaboration", "Developments in Developments" and "1990-A Financial Overview".
- [1130] *No author, Rocky Mountain Institute Newsletter, Vol. VII, No. 2 (Old Snowmass, CO, Summer, 1991). 16 pp. Original publication.* Box No. 5:3, Folder No. 1.
Volume VII, Number II of Rocky Mountain Institute Newsletter, including the article "Rethinking Efficient Cars : How Best to Pick the Low-Hanging Fruit" which discusses the feasibility of plans by "members of [the US] Congress ... to raise federal fuel efficiency standards from ... 27 miles per gallon to 40 mpg". Other articles include "New Water-Saving Technologies Catalog Available", "Lean Cuisine? : Energy Use in Agriculture", "Water Efficiency Guide Published : U.S. Environmental Protection Agency Sponsored RMI Research", "Efficient Water Use in the Field : RMI Installs a New Water-Saving Irrigation System", "Economic Renewal Materials Inspire Folk : Moving Beyond the NIMBY Response", "The Land & Water Fund : Providing Legal Aid for the Environment", "Eric Konheim Memorial Fund Created : Young Environmentalist Inspires Us With His Life and Commitment", "Media Efforts Reach More than the Converted", "Amory [Lovins] Speaking at Upcoming Events" and "PV's and Popcorn : Energy Efficiency Goes to Hollywood".
- [1131] *DiChristina, Mariette, letter to Kleiner, Art (February 17, 1992) and Kleiner, Art, "Amory Lovins Profile" (July, 1992). 8 pp. Fax. Annotated throughout.* Box No. 5:3, Folder No. 1.
Two items in one document. The first, on pp. 1-2, is a letter from Mariette DiChristina, Associate Editor of Popular Science, to Art Kleiner responding to a draft of a profile on Amory Lovins which Kleiner had written for Popular Science. The second item is the article itself, with extensive handwritten corrections and annotations throughout.
- [1132] *Kleiner, Art, letter to Lovins, Amory (February 27, 1992). 6 pp. Fax. Annotated throughout.* Box No. 5:3, Folder No. 1.
A letter from Art Kleiner to Amory Lovins requesting that Lovins "identify any inaccuracies" in a profile of Lovins by Kleiner to be published in Popular Science, followed by the article itself and extensive annotations by Lovins.
- [1133] *Kleiner, Art, "Story Summary Sheet" (January 13, 1992). 2 pp.* Box No. 5:3, Folder No. 1.
The "Story Summary Sheet" of an article by Art Kleiner which profiles Amory Lovins and was due to be published in Popular Science. Part of p. 2 is illegible due to a tear.
- [1134] *DiChristina, Mariette, letter to Kleiner, Art (January 14, 1992). 1 pg.* Box No. 5:3, Folder No. 1.
A letter from Mariette DiChristina, Associate Editor of Popular Science, to Art Kleiner regarding an upcoming article by Art Kleiner profiling Amory Lovins, to appear in Popular Science.
- [1135] *Tibbs, Hardin, "How Many 'Amorys' Does It Take to Save the World?" (Global Business Network, March, 1992). 19 pp. Original publication.* Box No. 5:3, Folder No. 1.

An account of the GBN [Global Business Network] WorldView Meeting in Aspen, Colorado, March 29-31, 1992, including an overview of a talk from and discussion with Donella Meadows on the ideas explored by *Beyond the Limits*, a follow up to *The Limits to Growth*, an MIT report sponsored by the Club of Rome which argued “that population and industry cannot continue to grow at snowballing rates without catastrophe”, and an overview of a talk by and discussion with Amory Lovins on the progress of energy efficiency and his work in this field.

- [1136] *No author, “The Learning Organization: A Discussion with Don Michael and Johan Vold” (1992). 8 pp.* Box No. 5:3, Folder No. 1.
An overview of a presentation and discussion with Don Michael and Johan Vold on organizational learning, which asks “how do organizations learn? What is the nature of the new challenge to organizations as they meet the learning challenges posed by the transition to a more information intensive economy?”, with a particular focus on scenario planning.
- [1137] *No author [Kleiner, Art?], handwritten notes. 1 pg.* Box No. 5:3, Folder No. 1.
A single sheet with handwritten notes describing bookcases at the Rocky Mountain Institute in Old Snowmass, Colorado.
- [1138] *Brown, Chip, “High Priest of the Low-Flow Shower Heads”, Outside Magazine (1991). pp. 58-62, 64, 66 + 158-163. Photocopy.* Box No. 5:3, Folder No. 2.
An article in *Outside Magazine* which profiles “energy guru” Amory Lovins, author of “Energy Strategy: The Road Not Taken?” (*Foreign Affairs*, October, 1976) which “proposed that the world had to choose between the ”hard path“ of nuclear and coal-fired energy or the ”soft path“ of conservation and renewable energy sources such as solar power” and founder of Rocky Mountain Institute, a non-profit organization which proposes “integrated solutions to overlapping problems in such areas as development, energy, water, agriculture, transportation, economic renewal, and global security”.
- [1139] *Frank, Thomas, “The Profit Value of Bad Family Values”, The Washington Post (Washington, DC, June, 1995). 2 pp.* Box No. 5:3, Folder No. 2.
An article in *The Washington Post* which argues that “Corporate America has found that cultural decay is very good business.” Due to faded text the document can be difficult to read.
- [1140] *Wolfe, Bertram, “Nuclear Power, the Hope of the Future”, The Wall Street Journal (New York, NY, June 22, 1995). pp. A15-A16. Tear sheet.* Box No. 5:3, Folder No. 2.
A letter by Bertram Wolfe in the “Letters to the Editor” section of *The Wall Street Journal* condemning “Amory and Hunter Lovins’s diatribe against nuclear power in the May 18 Letters column, following the May 17 article describing the discouraging attempts to solve [U.S.] energy problems with solar power, wind power and cattle manure.”

- [1141] *Knickerbocker, Brad, "Think Tank on the Efficient Energy Trail", The Christian Science Monitor (July 26, 1991) 5 pp. Photocopy. Handwritten notes on verso of p. 5. Box No. 5:3, Folder No. 2.*
An article in The Christian Science Monitor which profiles Amory Lovins, author of "Energy Strategy: The Road Not Taken?" (Foreign Affairs, October, 1976) which "proposed that the world had to choose between the "hard path" of nuclear and coal-fired energy or the "soft path" of conservation and renewable energy sources such as solar power" and founder of Rocky Mountain Institute, a non-profit organization which proposes "integrated solutions to overlapping problems in such areas as development, energy, water, agriculture, transportation, economic renewal, and global security".
- [1142] *Markels, Alex, "Team Approach : A Power Producer is Intent on Giving Power to Its People", The Wall Street Journal, Vol. LXXVI, No. 182 (New York, NY, July 3, 1995). pp. A1-A2 + A11-A12. Tear sheets. Box No. 5:3, Folder No. 2.*
An article in The Wall Street Journal about the practice of AES Corp. in "handing corporate finance duties to workers", with the argument that "The more you increase individual responsibility, the better the chances for incremental improvements in operations" and that "it makes work a lot more fun," with reference to "AES co-founder and Chairman Roger W. Sant ... a committed environmentalist and former Stanford business professor" who, together with "Dennis W. Bakke, the company's chief executive and one of its founders ... helped draft a law requiring utilities to buy power from independent producers, which generate energy using nontraditional means."
- [1143] *No author, "The sage of Old Snowmass : For years Amory Lovins has been urging governments, businesses and consumers to do more with less. Are they listening?", The Economist (London, UK, February 22, 1997). pp. 77-78. Tear sheet. Box No. 5:3, Folder No. 2.*
An article in The Economist about Amory Lovins, "director of research and co-founder of the Rocky Mountain Institute (RMI), a quirky environmental and energy-policy think-tank based in Old Snowmass, Colorado", which asks whether Lovins is "finally set to join the ranks of mainstream management thinkers".
- [1144] *No author, Pathways for change in the Middle East (Royal Dutch/Shell, Group Planning Department, May, 1991). 40 + xxviii pp. Original publication. Box No. 5:3, Folder No. 2.*
A draft of a paper published by Royal Dutch/Shell's Group Planning Department, marked confidential, which "seeks to describe and analyse the dimensions of change and conflict in the Middle East; and to assess the impact of Middle-East uncertainties on the business environment of the next 20 years", with the focus being on "Iraq, Syria, Jordan, Kuwait, Yemen, Oman, Saudi Arabia and the Gulf States" and Egypt. The document is in five sections. Section 1 "launch[es] directly into how the region may evolve from its present situation into the three directions described by three scenarios". Section 2 describes these scenarios ["Disciplined Growth", "Developing Cohesion" and "Perpetual Frustration"] and looks at "linkages between" them. Section 3 "distinguish[es] the

significant elements of these distinctive [social and economic] characteristics [of the Middle East], building up a picture of the "geo-economics" of the region, the sources from which it has inherited its nature, and the direction of its momentum", and Section 4 "isolate[s] the principal forces of rapid change – the forces which (in many cases) have taken Middle Eastern leaders by surprise ... [and] have provided impetus for events of the past 5-10 years, and will take on importance during the next 20." Section 5 "look[s] at the implications of these scenarios for the business environment – particularly for the energy industry" and "also comment[s] on the prospects and challenges for the Royal/Dutch Shell group of companies." There are also three appendices: "Regional Security in the Middle East", "Demography of the Middle East" and "Water".

- [1145] *No author, multiple pages of charts and statistics [relating to Pathways to the Middle East (Royal Dutch/Shell, Group Planning Department, n.d.)?]. 57 pp. Box No. 5:3, Folder No. 2.*

A series of documents featuring a variety of charts, graphs and statistics, presumably gathered during research on the Royal Dutch/Shell Group Planning Department paper, Pathways for Change in the Middle East, which "seeks to describe and analyse the dimensions of change and conflict in the Middle East; and to assess the impact of Middle-East uncertainties on the business environment of the next 20 years."

- [1146] *No author, "Introduction", "1. The Distinctive Social and Economic Characteristics of the Middle East", "2. The Driving Forces for Change in the Middle East", and "3. Towards Scenarios", in Pathways for change in the Middle East: Draft Version A ([Royal Dutch/Shell, Group Planning Department, March 13, 1991]. 18 pp. Annotated throughout. Box No. 5:3, Folder No. 2.*

A draft of the "Introduction" and first three sections of Pathways for Change in the Middle East, a paper published by Royal Dutch/Shell's Group Planning Department, which "seeks to describe and analyse the dimensions of change and conflict in the Middle East; and to assess the impact of Middle-East uncertainties on the business environment of the next 20 years", with the focus being on "Iraq, Syria, Jordan, Kuwait, Yemen, Oman, Saudi Arabia and the Gulf States" and Egypt. Section 1 "launch[es] directly into how the region may evolve from its present situation into the three directions described by three scenarios". Section 2 describes these scenarios ["Disciplined Growth", "Developing Cohesion" and "Perpetual Frustration"] and looks at "linkages between" them. Section 3 "distinguish[es] the significant elements of these distinctive [social and economic] characteristics [of the Middle East], building up a picture of the "geo-economics" of the region, the sources from which it has inherited its nature, and the direction of its momentum."

- [1147] *No author, "Contents", "Introduction", "1. The Distinctive Social and Economic Characteristics of the Middle East", "2. The Driving Forces for Change in the Middle East", and "3. Towards Scenarios", and various diagrams, in Pathways for change in the Middle East: Draft Version A ([Royal Dutch/Shell, Group Plan-*

ning Department, March 14, 1991). 26 pp. Annotated throughout. Box No. 5:3, Folder No. 2.

A draft of the "Introduction" and first three sections of Pathways for Change in the Middle East, a paper published by Royal Dutch/Shell's Group Planning Department, which "seeks to describe and analyse the dimensions of change and conflict in the Middle East; and to assess the impact of Middle-East uncertainties on the business environment of the next 20 years", with the focus being on "Iraq, Syria, Jordan, Kuwait, Yemen, Oman, Saudi Arabia and the Gulf States" and Egypt. Section 1 "launch[es] directly into how the region may evolve from its present situation into the three directions described by three scenarios". Section 2 describes these scenarios ["Disciplined Growth", "Developing Cohesion" and "Perpetual Frustration"] and looks at "linkages between" them. Section 3 "distinguish[es] the significant elements of these distinctive [social and economic] characteristics [of the Middle East], building up a picture of the "geo-economics" of the region, the sources from which it has inherited its nature, and the direction of its momentum", including a number of diagrams.

- [1148] *No author, "Introduction", "1. The Distinctive Social and Economic Characteristics of the Middle East" in Pathways for change in the Middle East: Draft Version B ([Royal Dutch/Shell, Group Planning Department], March 27, 1991). 6 pp. Annotated throughout.* Box No. 5:3, Folder No. 2.

A draft of the "Introduction" and first section of Pathways for Change in the Middle East, a paper published by Royal Dutch/Shell's Group Planning Department, which "seeks to describe and analyse the dimensions of change and conflict in the Middle East; and to assess the impact of Middle-East uncertainties on the business environment of the next 20 years", with the focus being on "Iraq, Syria, Jordan, Kuwait, Yemen, Oman, Saudi Arabia and the Gulf States" and Egypt. Section 1 "launch[es] directly into how the region may evolve from its present situation into the three directions described by three scenarios".

- [1149] *No author, draft of "2. Seven Forces Driving Change" in Pathways for change in the Middle East ([Royal Dutch/Shell, Group Planning Department], April 3, 1991). 8 pp. Annotated throughout.* Box No. 5:3, Folder No. 2.

A draft of the section 2 of Pathways for Change in the Middle East, a paper published by Royal Dutch/Shell's Group Planning Department, which "seeks to describe and analyse the dimensions of change and conflict in the Middle East; and to assess the impact of Middle-East uncertainties on the business environment of the next 20 years". This section describes "Seven Forces Driving Change": "Israel: the festering sore", "Oil: Uncertain demand", "U.S. and Soviet presence: easing away", "The demographic pressure cooker", "Water: scarcer than oil", "Patchy but increasing modernisation", and "A new interest in political change". Extensive typewritten annotations form large parts of the text.

- [1150] *van Gemen, R. A., draft of "Water" in Pathways for change in the*

Middle East ([Royal Dutch/Shell, Group Planning Department], 1991). 3 pp. Box No. 5:3, Folder No. 2.

A draft of part of section 2, "The Driving Forces for Change in the Middle East" from Pathways for Change in the Middle East, a paper published by Royal Dutch/Shell's Group Planning Department, which "seeks to describe and analyse the dimensions of change and conflict in the Middle East; and to assess the impact of Middle-East uncertainties on the business environment of the next 20 years". This section examines the consequences and issues around the scarcity of water as a resource in the Middle East.

- [1151] Wildig, A., "Briefing Note for M. Pardier, Chief Executive of Shell Francais" (March 20, 1991). 5 pp. Box No. 5:3, Folder No. 2.

A "Briefing Note for M. Pardier, Chief Executive of Shell Francais", which contains information on the economic and environmental impact of the sabotage and burning of a vast amount of Kuwaiti oil wells during the Gulf War, oil spills in the Gulf, the impact of the Gulf War on oil supply, and a question concerning "evidence for a move towards a more equitable distribution of oil wealth in the Arab Peninsula to obviate the 'wealth gap'."

- [1152] No author, *Pathways for change in the Middle East* (Royal Dutch/Shell, Group Planning Department, March 20, 1991). 34 pp. Photocopy. Box No. 5:3, Folder No. 2.

The ninth draft of a paper published by Royal Dutch/Shell's Group Planning Department, which "seeks to describe and analyse the main dimensions of uncertainty, change and conflict within the Middle East in order to assess their impact on the medium to long term business environment" with the focus being "on the Arabian Peninsula, its internal structure and external relationships. This draft is in six sections. Section 1 "describe[s] the distinctive structural features of the economies and societies of the middle east". Section 2 "isolate[s] the principal forces of rapid change operating in the region ... [which will] provide the main dynamic impetus during the scenario period". Section 3 "sets out to identify ... clashes ["between the structural inheritance of the region and the driving forces acting upon it" which have been seen in the recent past and will continue into the future.] Section 4 "begins the process of scenario planning by exploring some possibilities for resolution of these clashes." Sections 5 and 6 "continue the process of building scenarios, whereby the responses to the clashes are grouped in a consistent way to describe [the] choice of scenarios, which are then described."

- [1153] No author, *Pathways for Change in the Middle East: Cover Page* (Royal Dutch/Shell, Group Planning Department, January, 1991). 1 pg. Photocopy. Box No. 5:3, Folder No. 2.

The cover page of a draft of a paper published by Royal Dutch/Shell's Group Planning Department, Pathways for Change in the Middle East.

- [1154] No author, "Questions for Peter Schwartz" (January 12, 1989). 3 pp. Annotated throughout. Box No. 5:3, Folder No. 2.

A list of questions to ask Peter Schwartz, presumably in an interview, relating to "The energy crisis" and Schwartz's work at Shell.

- [1155] *Schwartz, Peter, "What Happened to the Energy Crisis? The Dilemma of an Energy Decision Maker in a Dynamic World" in Hollander, Jack M., Brooks, Harvey and Sternlight, David (eds.), Annual Review of Energy, Volume 12 (Palo Alto, CA: Annual Reviews Inc., 1987). pp. 397-415. Photocopy. Annotated throughout. Box No. 5:3, Folder No. 2.*
A chapter of Volume 12 of the Annual Review of Energy, which consists of "the edited transcript of a speech delivered by the author [Peter Schwartz] on November 15, 1985, at the Hollowell lecture of the Lawrence Berkeley Laboratories" and which looks at "the energy crisis", why it appears to have disappeared from public perception, and how "an energy decision maker" should act in this environment.
- [1156] *Leslie E. Grayson, Who and How in Planning for Large Companies : Generalizations from the Experiences of Oil Companies: Cover Page (n.d.). 2 pp. Photocopy. Box No. 5:3, Folder No. 2.*
The cover page of Who and How in Planning for Large Companies : Generalizations from the Experiences of Oil Companies by Leslie E. Grayson, Professor of International Business Economics at the University of Virginia.
- [1157] *[Best, Eric?], "Historical depth and hubris" in unknown publication (Global Business Network, November 3, 1991). pg. 8. Annotated throughout. Box No. 5:4, Folder No. 1.*
A brief section titled "Historical depth and hubris" from an unknown publication, which refers to Peter Schwartz discussing "a connection between "historical depth" and the relative behavior of Shell and Exxon as companies in 1985, facing an imminent oil price collapse."
- [1158] *Solomon, Caleb, "Oil Price Rise Doesn't Spur U.S. Drilling : Such Events as Valdez Spill Are Factors in Slump", The Wall Street Journal (New York, NY, July 19, 1989). pp. B1-B2. Tear sheet. Box No. 5:4, Folder No. 1.*
An article in The Wall Street Journal which explores factors for a slump in the oil industry and the impact this is happening on the actions of oil corporations.
- [1159] *Donahue, Christine, "A Quart of Milk, A Pint of Ice Cream And Maybe a Gallon of Gas : Dwindling profit margins force oil companies to broaden their base", Adweek's Marketing Week (July 25, 1988). pp. 10-31. Tear sheets. Box No. 5:4, Folder No. 1.*
An article in Adweek's Marketing Week which explores the new marketing strategies of oil companies in response to "dwindling profit margins".
- [1160] *No author, online search request for the phrase "Local Hero and Forsyth" (September 17, 1991). pg. 1. Box No. 5:4, Folder No. 1.*
A printout of an online search request by Art Kleiner for "Local Hero and Forsyth".
- [1161] *Smith, Sid, "Bill Forsyth to Attend Retrospective at Facets", Chicago Tribune (Chicago, IL, September 12, 1985). pp. 2-3. Box No. 5:4, Folder No. 1.*

- The text of an article about “Bill Forsyth, the Scottish film director ... [being] on hand during a retrospective of his work”, which includes *Local Hero*, starring “Burt Lancaster as an eccentric Houston oil tycoon intent on opening a refinery [sic] in northern Scotland”.
- [1162] *Reich, Howard, “Bill Forsyth’s Offbeat Contributions Enrich the World of Low-Budget Films”, Chicago Tribune (Chicago, IL, September 19, 1985). pp. 4-6. Box No. 5:4, Folder No. 1.*
The text of an article about “Scottish filmmaker Bill Forsyth” and his methods of filmmaking, with reference to his film *Local Hero*, about “a Texas oil executive whose company sends him to Scotland to buy an entire village”.
- [1163] *No author, “Bill Forsyth; Filming the Scots soul”, Maclean’s (October 7, 1985). pp. 7-9. Box No. 5:4, Folder No. 1.*
The text of an interview with Scottish filmmaker Bill Forsyth, with reference to his film *Local Hero*, about “a Texas oil executive whose company sends him to Scotland to buy an entire village”.
- [1164] *No author, online search request for the phrase “Local Hero and Forsyth and oil” (September 17, 1991). pg. 10. Box No. 5:4, Folder No. 1.*
A printout of an online search request by Art Kleiner for “Local Hero and Forsyth and oil”.
- [1165] *Billington, Michael, “A Local Hero Tackles ‘Local Hero’”, The New York Times (New York, NY, August 22, 1982). Box No. 5:4, Folder No. 1.*
The text about British film producer David Puttnam, and “his latest project”, *Local Hero*, a film about the plans of an oil company “to replace a charming little Scottish fishing village, called Ferness, with an oil refinery.”
- [1166] *Maslin, Janet, “Film: ‘Local Hero’: Houston-to-Scotland Odyssey”, The New York Times (New York, NY, February 17, 1983). pp. 14-16. Box No. 5:4, Folder No. 1.*
The text of an article about a film by Scottish filmmaker Bill Forsyth, *Local Hero*, about the plans of an oil company “to replace a charming little Scottish fishing village, called Ferness, with an oil refinery.”
- [1167] *Schickel, Richard, “Scotch Broth: Local Hero, Directed and Written by Bill Forsyth”. Box No. 5:4, Folder No. 1.*
The text of an article about a film by Scottish filmmaker Bill Forsyth, *Local Hero*, about the plans of an oil company “to replace a charming little Scottish fishing village, called Ferness, with an oil refinery.”
- [1168] *Ansen, David, “Highland Fling”, United States Edition (February 28, 1983). pp. 18-19. Box No. 5:4, Folder No. 1.*
The text of an article about a film by Scottish filmmaker Bill Forsyth, *Local Hero*, about the plans of an oil company “to replace a charming little Scottish fishing village, called Ferness, with an oil refinery.”
- [1169] *Cathcart, Brian, “Film”, Reuters North European Service (March 10, 1983). pp. 20-21. Box No. 5:4, Folder No. 1.*

- The text of an article about a film produced by David Puttnam, *Local Hero*, about the plans of an oil company “to replace a charming little Scottish fishing village, called Ferness, with an oil refinery.”
- [1170] *Andrews, Nigel, “That Old Macmagic; Local Hero; The World According to Garp; One Man’s War; Kuhle Wampe”, Financial Times (March 11, 1983). pp. 22-24. Box No. 5:4, Folder No. 1.*
An article reviewing several films, including *Local Hero*, by Scottish filmmaker Bill Forsyth, a film about the plans of an oil company “to replace a charming little Scottish fishing village, called Ferness, with an oil refinery.”
- [1171] *Thomas, Bob, “Forsyth”, The Associated Press (March 15, 1983). pp. 25-26 and Malcolm, Derek, “Pipe dream of Scotland”, Manchester Guardian Weekly (March 20, 1983). pp 27-29. Box No. 5:4, Folder No. 1.*
Two articles stapled together. The first is about Scottish filmmaker Bill Forsyth, with reference to his film *Local Hero*, about “a Texas oil executive whose company sends him to Scotland to buy an entire village”. The second reviews several films, including *Local Hero*.
- [1172] *Kauffmann, Stanley ””Local Hero : La Nuit de Varennes : (Warner Brothers) : (Triumph Films), The New Republic (March 21, 1983). pp. 30-32. Box No. 5:4, Folder No. 1.*
An article reviewing two films, including *Local Hero*, by Scottish filmmaker Bill Forsyth, a film about the plans of an oil company “to replace a charming little Scottish fishing village, called Ferness, with an oil refinery.”
- [1173] *Sterritt, David, “’Who am I?’ today’s films tackle the identity question”, The Christian Science Monitor (May 26, 2015). pp. 33-36. Box No. 5:4, Folder No. 1.*
An article reviewing several films, including *Local Hero*, by Scottish filmmaker Bill Forsyth, a film about the plans of an oil company “to replace a charming little Scottish fishing village, called Ferness, with an oil refinery.”
- [1174] *Lawson, Dominic, “Still trying to prove itself to the City; Britoil”, Financial Times (March 23, 1984). pp. 37-40. Box No. 5:4, Folder No. 1.*
An article reporting “on the current demands and future pressures on Britain’s largest independent oil company”, Britoil.
- [1175] *Felton, Richard (ed.), Shell World, Vol. 12, No. 2 (April/May, 1987). 31 pp. Original publication. Box No. 5:4, Folder No. 1.*
The April/May, 1987 issue of *Shell World*, including the following articles: “Space Shot : Oil explorers on land have powerful tools in space gathering valuable information before they start work in new territory.”, “The Fight Against Fungus : One of mankind’s struggles against nature, which reaches back to the earliest civilisations, still goes on today.”, “Billiton : The Group’s metals business has known hard times recently. A new strategy has been evolved to get it back on course.”, “Light Enterprise : The grey skies of Northern Europe may belie the potential of solar power as an energy source for the future.”, “Last Stop Be-

fore the Sahara : An oil shale project at Tarfaya in Western Morocco has given an opportunity for an ecological study of the area.”, “Coping with Chemical Risk : This is European Year of the Environment. How do we assess the benefits and risks of modern industry?”, “Water : Deserts are, by definition, arid places. So how do the men that work there get the water they need to carry on[?]”, “Houston ’87 : A look at the town where the 12th World Petroleum Congress - the oil industry’s ”Olympics“ - is to be held during April.”, and “Rocket : During the 1940s Shell scientists helped with Britain’s first, faltering footsteps into the space age.”

- [1176] *No author, Shell World, No. 2 (April, 1988). 31 pp. Original publication.* Box No. 5:4, Folder No. 1.

The April, 1988 issue of Shell World, including the following articles: “Thailand : Shell companies have been trading in south-east Asia for nearly 100 years. Today, their spread of business is wider than ever, with interests in oil production onshore and offshore, refining and chemicals as well as tin smelting and forestry.”, “Venture overseas : An SIPC management trainee joined Operation Raleigh and found that when the going gets tough, the tough get going.”, “Laying it on the line : Protecting the environment from the waste products of industry is a responsibility of line management. That is the view of Group managing director Huug van Engelshoven.”, “Concawe : The watchdog organization of European oil companies which deals with environmental matters celebrates its 25th anniversary this year.”, “EYE : European Year of the Environment ended last month. Shell companies have made individual contributions - but not only in Europe.”, and “Louvain-la-Neuve : A new laboratory near Brussels has given a further boost to Group Research in petrochemicals.”

- [1177] *No author, “Statement of General Business Principles” (Royal Dutch/Shell Group of Companies, June 1988). 8 pp. Original publication.* Box No. 5:4, Folder No. 1.

A leaflet which “updates the general business principles on which the conduct of the affairs of companies of the Royal Dutch/Shell Group is predicated”. The principles outlined are: “Objectives”, “Responsibilities”, “Economic Principles”, “Voluntary Codes of Conduct”, “Business Integrity”, “Political Activities”, “Environment”, “Grants and General Community Projects” and “Information”.

- [1178] *Westmoreland, P. J., letter to Kleiner, Art (March 22, 1990). 1 pg.* Box No. 5:4, Folder No. 1.

A letter from P. J. Westmoreland, secretary to P. A. Bénard, explaining that Bénard had asked Westmoreland to “send [Kleiner] a copy of the Open University paper prepared by Eurotunnel.”

- [1179] *Bénard, André, Pour une Université Ouverte Européenne (Euro Tunnel, September, 1989). 20 pp + attached map. Original publication.* Box No. 5:4, Folder No. 1.

An “Open University paper prepared by Eurotunnel”, largely in French, regarding an investigation by Eurotunnel into the possibility of further business developments. Sections include “Le concept d’Université Ouverte”, “Le projet d’Université Ouverte Européenne” and “L’opportunité

- d'implantation offerte par le Tunnel sous la Manche". An appendix in English looks at "How the Open University Works", including sections on "Basic Choices: What the Open University Offers" and "The System of Study". The majority of this document is in French.
- [1180] *No author, "Headliners : Vindicated", The New York Times (New York, NY, June 23, 1991). pp. 7-8. Tear sheet. Annotated throughout. Box No. 5:4, Folder No. 1.*
A column in the "Headliners" section of The New York Times under the heading "Vindicated" about a lawsuit surrounding the firing of "Jeffery Collins, director of therapeutic products for a Shell Oil subsidiary . . ." "solely because he was a sexually active homosexual."
- [1181] *Schwartz, Peter, letter to "Friends" (December 28, 1990). 1 pg. Box No. 5:4, Folder No. 1.*
A letter from Peter Schwartz to "Friends" of the Global Business Network [GBN], describing GBN's "newest internal publication entitled "Netview"— a newsletter to help keep the network informed", and referring to "the meeting report for the recent WorldView Meeting held December 7 in Paris".
- [1182] *Crawford, Alexander, "GBN WorldView Meeting" (December, 1990). 12 pp. Annotated throughout. Box No. 5:4, Folder No. 1.*
A report recounting the 6-7 December, 1990 Global Business Network [GBN] WorldView meeting in Paris, including an overview of a talk by Peter Schwartz "describing the uncertainties inherent in our way of thinking", and a discussion by Arie de Geus, "former director of the Shell International Petroleum Company" on Shell's engagement "in network and alliance-building".
- [1183] *Herkströter, C. A. J., "Images of Europe" (Group Public Affairs, Shell International Petroleum Company Ltd., October, 1990). 7 pp. Photocopy. Annotated throughout. Box No. 5:4, Folder No. 1.*
The transcript of "An address to the Congress of the International Textile Manufacturers' Federation : Amsterdam, 1 October 1990" by "Cornelius (Cor) Herkströter[.] . . . a managing director of the Royal Dutch/Shell Group of Companies" in which Herkströter describes "some images of Europe, some views from the perspective of a representative of a multinational group" in the form of "some of [Shell's] recent work on scenarios for Europe", and then "touch[es] briefly on some of the implications for government policy and corporate strategy." The third paragraph on p. 3 is highlighted in pen with the initials "AK" [Art Kleiner].
- [1184] *Rowcliffe, Nick, handwritten note (n.d.). 1 pg. Box No. 5:4, Folder No. 1.*
A handwritten note on "ENDS : Environmental Data Services Ltd" headed paper which reads: "With compliments. I hope this information is helpful to you. From Nick Rowcliffe", referring to the enclosed "ENDS" documents contained in the same folder.
- [1185] *No author, "An Introduction to The ENDS Report" (Environmental Data Services Ltd, n.d.). 3 pp. Original publication. Box No. 5:4, Folder No. 1.*

- An "Introduction to The ENDS [Environmental Data Services] Report", a "monthly information service" by ENDS which "has established an unrivalled reputation for accuracy on technical as well as business and policy matters" from a "unique business perspective", and includes the sections "Who should be reading The ENDS Report?", "Why subscribe to The ENDS Report?" and "What they say about The ENDS Report". p. 3. includes an order form for a "subscription to The ENDS Report".
- [1186] *No author, "Title Index, Reports 156-167 : January-December 1988", "Companies Index 1987" and "Companies Index 1988" (Environmental Data Services Ltd, 1988). 19 pp. Original publication. Box No. 5:4, Folder No. 1.*
- The "Title Index To ENDS [Environmental Data Services] Reports 156 to 167, 1988", consisting of the listings of "Each article published in the ENDS Report, except 'company news', during 1988", the "Companies Index" for "all companies mentioned (in Focus, Bulletin, Company News, Features or Briefing) in ENDS Reports 144-155 (January-December 1987)" and the "Companies Index" for "all companies mentioned (in Focus, Bulletin, Company News, Features or Briefing) in ENDS Reports 156-167 (January-December 1988)."
- [1187] *No author, "The ENDS Report : Title Index, Reports 168-179 : January-December 1989", and "Companies Index 1989" (Environmental Data Services Ltd, 1989). 18 pp. Original publication. Box No. 5:4, Folder No. 1.*
- The "Title Index To ENDS [Environmental Data Services] Reports 168 to 179, 1989", consisting of the listings of "Each article published in the ENDS Report, except 'company news', during 1989", and the "Companies Index" for "all companies mentioned (in Focus, Bulletin, Company News, Features or Briefing) in ENDS Reports 144-155 (January-December 1989)."
- [1188] *No author, ENDS Report 182 (Environmental Data Services Ltd, March, 1990). 40 pp. Original publication. Box No. 5:4, Folder No. 1.*
- Report 182 by ENDS [Environmental Data Services] which includes the following articles: "Left Develops Ideas on Green Taxes", "Budget Move May be Insufficient to Stimulate Unleaded Petrol Sales", "Annual Digest Shows Environmental Trends", "Britain's "Dirtiest Factory" Closes", "Lethal Chemical Leak Puts Spotlight on Wood Preserving Sector", "Aquifer Pollution Embarrasses Harwell", "HMIP to Grow Own Inspectors After Recruitment Drive Disappoints", "Liability for Pesticide Pollution May be Tested in Cornwall", "New Cryptosporidiosis Outbreak Linked Definitively to Water Supply", "Electronics Industry to Benefit from ICI's First Break with CFC Replacement Strategy", "Novel Insulation Material May Challenge CFC-Blown Foams" and "DoE Sponsors Research on Low-Solvent Paints". Also included is a section on "Waste Management", a section on "Water Management", a section titled "Business Environment : Green Issues and the Management Agenda", articles about the impact of the green movement on the marketplace, and a "Briefing" section, with subsections titled "Parliament", "Britain", and "Europe".

- [1189] *van Wachem, L. C., Market prospects and corporate strategies (Group Public Affairs, Shell International Petroleum Company Ltd, [October, 1989]. 9 pp. Original publication. Box No. 5:4, Folder No. 1.*
The transcript of “A presentation to the 10th annual International Herald Tribune/Oil Daily conference : London, 20 October 1989” by L. C. van Wachem, “President of Royal Dutch Petroleum Company and chairman of the Committee of Managing Directors of the Royal Dutch/Shell Group of Companies” in which van Wachem addresses “the political developments now taking place in Eastern Europe and the USSR” and “the rate at which environmental issues have drawn public concern”, “touch[es] on a possible forking of the route, one track leading darkly towards the risks of trade protectionism, the other ... to more free trade, wider opportunities and global economic growth” and “outline[s] how ... the Shell Group aim[s] to manage such issues and the factors [they] consider most relevant for corporate survival and continuing success.”
- [1190] *No author, “Better Environment Awards for Industry 1990” (London, UK: Better Environment Awards for Industry, RSA). 6 pp. Trifold leaflet. Box No. 5:4, Folder No. 1.*
A leaflet containing information about “the Better Environment Awards for Industry” which “aim[s] to identify, encourage and promote technology, design and management initiatives which have helped to protect and/or improve the environment”, sponsored by The Environment Foundation, The Department of the Environment, Shell UK Limited.
- [1191] *No author, “Global Climate Change”, Management Brief (March, 1990). 6 pp. Box No. 5:4, Folder No. 1.*
The “Global Climate Change” issue of Management Brief, a newsletter produced by Shell, informing “Shell companies” about environmental issues such as the greenhouse effect.
- [1192] *van Engelshoven, J. M. H., Business and the environment: an industry view (Group Public Affairs, Shell International Petroleum Company Ltd, n.d. March, 1990). 7 pp. Original publication. Box No. 5:4, Folder No. 1.*
The transcript of an “Address to Coopers & Lybrand Deloitte/The Times Conference on business and the environment [sic] : London, 27 March 1990” by J. M. H. van Engelshoven, “A Group managing director of the Royal Dutch/Shell Group”, in which van Engelshoven argues that “business should become part of the environmental solution, the provider of the resources needed to improve our world for the better rather than being portrayed as the problem.”
- [1193] *No author, Environmental Auditing (Paris, France: International Chamber of Commerce, June, 1989). 25 pp. Original publication. Box No. 5:4, Folder No. 2.*
A booklet which “gives the first internationally agreed answers to” the questions “What exactly does environmental auditing mean? Why should industrial companies in particular arrange for environmental audits? Who should be responsible for them, and to whom should they report? What sort of methodology should be applied?” Also included is “A Foreword by the President of the ICC [Peter Wallenberg], [which]

explains the overall context” and “Pre-publication endorsements by twenty leading international organizations.”

- [1194] *Graham-Bryce, Ian, Environmental responsibilities - an industry view (Group Public Affairs, Shell International Petroleum Company Ltd, September, 1988). 7 pp. Box No. 5:4, Folder No. 2.*

A paper “based on a presentation to an international seminar on ‘Environmental Problems; Priorities and Policies’ at King’s College, London”, in which the author discusses the “industry view” of environmental responsibilities, arguing that “the essential principle is that industrial activities should be managed so that they do not cause unacceptable damage to the environment”, with “the definition of acceptability” being “the subject of much of the” paper.

- [1195] *No author, Royal Dutch Petroleum Company : Annual Report 1988 (London, UK: Royal Dutch Shell, 1988). 52 pp. Original publication. Box No. 5:4, Folder No. 2.*

The 1988 annual report for the Royal Dutch Petroleum Company (Shell). The report includes a foreword by L. C. van Wachem, President of the Royal Dutch Petroleum Company, which looks back at the achievements and highlights of 1988. The contents of the report fall under two headings: sections under “Royal Dutch Petroleum Company” include “Royal Dutch highlights”, “Supervisory Board”, “Board of Management”, “To the Shareholders”, “Annual Report”, “Annual accounts”, “Other information” and “Report of the Auditors”; sections under “Royal Dutch/Shell Group of Companies” include “Group highlights”, “Discussion and analysis of financial condition and results of operations”, “Earnings: by industry segment”, “Research and development”, “Structure of the Group”, “Operating Companies - Group and associated”, “Holding and Service Companies - Management”, “Report of the Auditors”, “Financial statements”, “Supplementary information - oil, gas and coal reserves”, “Summarized financial data”, and “Operational comparisons 1984-1988”.

- [1196] *Pecchioli, Frank, Manpower requirements to the year 2000 (Group Public Affairs, Shell International Petroleum Company Ltd, October, 1988). 7 pp. Original publication. Box No. 5:4, Folder No. 2.*

A paper “presented to the European Petroleum Conference (EUROPEC), London, 17 October 1988” which “aim[s] to explain why the manpower outlook gives more cause for concern than might ... be expected, and what needs to be done about it”, arguing that “This ... is a situation that demands widespread attention and will require concerted industry action if skills shortages are not to hold back the development of our industry.”

- [1197] *No author, PA Interchange, No. 11 (April, 1987). 8 pp. Original publication. Box No. 5:4, Folder No. 2.*

An “Environmental Extra” issue of PA Interchange, a newsletter, which features a number of short articles about environmental issues relating to industry, with a particular focus on Royal Dutch/Shell.

- [1198] *Dickey, Peter and Jones, Murray, Environmental aspects of de-commissioning a major oil refinery (Group Public Affairs, Shell*

International Petroleum Company Ltd, October, 1987). 6 pp. Original publication. Box No. 5:4, Folder No. 2.

A paper "Based on a presentation at a Shell Internationale Petroleum Maatschappij seminar on soils and groundwater, The Hague", which explores the issues surrounding the decommissioning of "Shell Canada's Oakville refinery" and subsequent efforts "to put the site back to commercial and residential use", as "a valuable environmental case study."

- [1199] *No author, Royal Dutch Petroleum Company : Annual Report 1989 (London, UK: Royal Dutch Shell, 1989). 54 pp. Original publication.* Box No. 5:4, Folder No. 2.

The 1989 annual report for the Royal Dutch Petroleum Company (Shell). The report includes a foreword by L. C. van Wachem, President of the Royal Dutch Petroleum Company, which looks back at the achievements and highlights of 1989. The contents of the report fall under two headings: sections under "Royal Dutch Petroleum Company" include "Royal Dutch highlights", "Supervisory Board", "Board of Management", "To the Shareholders", "Annual Report", "Annual accounts", "Other information" and "Report of the Auditors"; sections under "Royal Dutch/Shell Group of Companies" include "Discussion and analysis of financial condition and results of operations", "Earnings: by industry segment", "Research and development", "Shell in society", "Structure of the Group", "Holding and Service Companies - Management", "Operating Companies - Group and associated", "Report of the Auditors", "Financial statements", "Supplementary information - oil, gas and coal reserves", "Summarized financial data", and "Operational comparisons 1985-1989".

- [1200] *No author, "Forestry and the Environment", Management Brief (June, 1989). 3 pp.* Box No. 5:4, Folder No. 2.

The "Forestry and the Environment" issue of Management Brief, a newsletter produced by Shell, informing Shell companies about environmental issues surrounding forestry, such as deforestation and forestry plantations.

- [1201] *Davis, Ged, Global warming: the role of energy efficient technologies (Group Public Affairs, Shell International Petroleum Company Ltd, October, 1989). 7 pp. Original publication.* Box No. 5:4, Folder No. 2.

A paper "Based on a paper presented in Paris to an IEA/OECD expert seminar on 'Energy technologies for reducing emissions of greenhouse gases'", which "considers the issue of global warming and energy usage", with "the potential for harnessing key technologies to save energy ... discussed."

- [1202] *Herkströter, C. A. J., European integration - a shared responsibility (Group Public Affairs, Shell International Petroleum Company Ltd., November, 1989). 6 pp. Original publication.* Box No. 5:4, Folder No. 2.

The text of an address "at the presentation of Euro Top 500 by the European Business Press Federation to members of the European Parliament, Brussels, 17 November 1989" by C. A. J. Herkströter, "A managing director of the Royal Dutch Petroleum Company and a Group man-

aging director of the Royal Dutch/Shell Group of companies” in which Herkströter “share[s] ... some thoughts on how Community legislation should be developed by policy makers and also on the responsibilities which [Shell] and other organisations in the business world can assume in this historic process ... [such as] to participate in the public policy debate and contribute to a better understanding of economic and social change”. Herkströter addresses “environmental protection and the development of Southern Europe’s energy markets” in this context.

- [1203] *No author, “Good Business” (London, UK: Shell U.K. Limited, n.d.). 36 pp. Original publication.* Box No. 5:4, Folder No. 2.

A booklet describing various “community schemes with which Shell UK is associated” in the company’s aim to provide community support in “education, environment, enterprise and the arts.”

- [1204] *No author, “Policy Guidelines on Health, Safety and Environmental Conservation” (Royal Dutch Shell, August, 1985). 1 pg. Original publication.* Box No. 5:4, Folder No. 2.

A “statement ... [which] sets out to guide individual Shell companies on health, safety and environmental conservation matters.”

- [1205] *Pikaar, Jim, Braithwaite, John and Cox, Tony, Process safety assessment of new and existing plants (Group Public Affairs, Shell International Petroleum Company Ltd., September, 1986). 5 pp. Original publication.* Box No. 5:4, Folder No. 2.

A paper presented at the “International Symposium on Loss Prevention and Safety Promotion in the Process Industries, Cannes” which “deal[s] with the way process engineers help to make plants safe”, concentrating “on the safety assessment of a plant as designed and built”.

- [1206] *Somerville, Hugh, Oil and gas exploration of UK estuaries: environmental considerations (Group Public Affairs, Shell International Petroleum Company Ltd., October, 1986). 6 pp. Original publication.* Box No. 5:4, Folder No. 2.

A paper “Based on a presentation to the Council of Europe’s Advanced Course Criteria for Management of Estuarine Systems at Southampton University” which explains that “An important ingredient of [”Shell UK’s oil and gas exploration [which] takes place in certain busy estuaries, much closer to the shore than in the North Sea“] has been the environmental aspects, which have involved extensive consultation and study ... provide[ing] an opportunity to describe one way in which questions of environmental impact can be considered when undertaking similar exploration activities”, and discusses this subject.

- [1207] *No author, Shell World : The Spice of Business : Back in the beginning: Trading in metals, No. 1, (February, 1990). 31 pp. Original publication.* Box No. 5:4, Folder No. 2.

The February, 1990 issue of Shell World, including the following articles: “The spice of business opportunity : The fabled Spice Islands of the Indonesian archipelago have long been a magnet for merchants and venturers. Today Shell Companies in Indonesia are ready to take advantage of the favourable business climate.”, “Back in the beginning : Royal Dutch Petroleum was founded in Sumatra in 1890. A photo essay looks

at the early years of the oil industry.”, “The far frontiers : Looking for oil in the waters off the Alaskan coast and the Gulf of Mexico provide Shell Oil Exploration with different, yet equally difficult, challenges.”, and “Trading places : Metals, like oil, are traded as commodities. Mike Moss looks at one of the most powerful barometers of the markets, the London Metal Exchange.”

- [1208] *Parker, Edouard, letter to Kleiner, Art and Curriculum Vitae (July 25, 1991). 2 pp. Fax. Box No. 5:4, Folder No. 2.*

A letter from Edouard Parker to Art Kleiner, explaining that “Ted Newland asked [Parker] to send [Kleiner] a Curriculum Vitae” and expressing interest in Kleiner’s future work, with Parker’s CV attached offering biographical and career information.

- [1209] *Lohmann, Larry, “Commercial Tree Plantations in Thailand: Deforestation by Any Other Name”, The Ecologist, Vol. 20, No. 1 (January/February, 1990). pp. 9-18. Tear sheets. Box No. 5:4, Folder No. 2.*

An article in The Ecologist which argues that ””The proponents of large-scale industrial afforestation schemes in Thailand are using environmental concerns as a smokescreen for the commercialization of common lands and the destruction of the rural subsistence economy, with a focus on Shell.

- [1210] *Anderson, Dennis, Economic growth and the environment (Group Public Affairs, Shell International Petroleum Company Ltd., February, 1990). 11 pp. Original publication. Box No. 5:4, Folder No. 2.*

“An edited version of a background paper prepared for the 1989 Royal Dutch/Shell Group Planning Scenarios” which argues that questions such as “How might economic output be affected by environmental concerns in the coming decades? [and] What are the implications for the economies of the developing countries, whose per capita demands for commercial energy and industrial products are still less than one-tenth of those of the industrial countries while their populations will soon be ten times larger?”, which “have been brought to prominence by growing public concerns for environmental issues such as global climate change, ozone depletion, acid rain, deforestation, the loss of biodiversity and waste disposal”, “can only be addressed by reference to societies’ policies towards economic growth and the environment”, exploring how, due to it being “widely accepted that, with a proper allocation of resources to environmental maintenance and investment, it should be possible for economic growth to be sustained, and in some cases, increased in the long term”, “environmental maintenance and investment have thus become essential elements in policies for economic growth and development”.

- [1211] *Anderson, Dennis, Economic growth and the environment (Group Public Affairs, Shell International Petroleum Company Ltd., February, 1990). 11 pp. Original publication. Box No. 5:4, Folder No. 2.*

“An edited version of a background paper prepared for the 1989 Royal Dutch/Shell Group Planning Scenarios” which argues that questions such as “How might economic output be affected by environmental concerns in the coming decades? [and] What are the implications for the economies of the developing countries, whose per capita demands for commercial energy and industrial products are still less than one-tenth of those of the industrial countries while their populations will soon be ten times larger?”, which “have been brought to prominence by growing public concerns for environmental issues such as global climate change, ozone depletion, acid rain, deforestation, the loss of biodiversity and waste disposal”, “can only be addressed by reference to societies’ policies towards economic growth and the environment”, exploring how, due to it being “widely accepted that, with a proper allocation of resources to environmental maintenance and investment, it should be possible for economic growth to be sustained, and in some cases, increased in the long term”, “environmental maintenance and investment have thus become essential elements in policies for economic growth and development”.

- [1212] *No author, “Air pollution: an oil industry perspective” (London, UK: The Shell Briefing Service (sbs), No. 1, 1987). 9 pp. Original publication. Box No. 5:5, Folder No. 1.*

The first issue of the 1987 run of SBS (The Shell Briefing Service), “prepared as an information brief for companies of the Royal Dutch/Shell Group”, looking at “Environmental concerns”, “Mobile sources” and “Stationary sources” of air pollution, as well as providing an overview of “The main pollutants” and exploring this from “an oil industry perspective”.

- [1213] *No author, Shell Review (June, 1989). 59 pp. Original publication. Box No. 5:5, Folder No. 1.*

A 1989 “reference book, updated annually, on the activities of the Royal Dutch/Shell Group of Companies in the context of the oil, natural gas, coal, chemicals and metals industries.”

- [1214] *No author, Shell Review (June, 1989). 59 pp. Original publication. Box No. 5:5, Folder No. 1.*

A 1989 “reference book, updated annually, on the activities of the Royal Dutch/Shell Group of Companies in the context of the oil, natural gas, coal, chemicals and metals industries.”

- [1215] *Alignment Sub-Team, letter to Corporate Leadership Group (January 9, 1997) and no author, Shell Oil Company : A Story of Achievement (n.d.). 1 + 16 pp. respectively. Photocopy. Box No. 5:5, Folder No. 1.*

Two documents stapled together. The first is a letter from “Alignment Sub-Team” to “Corporate Leadership Group” which explains the purpose of the sub-team, being “to develop insights and recommendations related to the heart of the transformation triangle - alignment”, discusses the importance of legacy to Shell Oil Company, asks “How do we [”the current leadership of Shell Oil Company“] want to add to Shell’s legacy? What do we want to leave as a bequest to the generation of employees following us? What are we doing now to ensure a valuable

legacy for those we leave behind?”, referring to the attached, second document. The second document is Shell Oil Company : A Story of Achievement, “which chronicles the achievements of Shell Oil Company from its beginnings to 1984.”

- [1216] *Swieringa, Joop + Wierdsma, André, Becoming a Learning Organization : Beyond the Learning Curve (Addison-Wesley Publishers Ltd., 1992). pp. iv-v + xii-xxiv + 1-154. Photocopy. Box No. 5:5, Folder No. 1.*

A book from the “Addison-Wesley Series on Organization Development”, edited by Edgar Schein and Richard Beckhard. The book, *Becoming a Learning Organization : Beyond the Learning Curve*, is divided into three parts. “Part One : Basic Concepts” includes the chapters “On the Development of Organizational Behaviour”, “On Organizations”, “On Learning”, “On Education” and “On Organizational Learning”. “Part Two : Organizational Learning” includes the chapters “Entrepreneurial Organizations”, “Prescriptive Organizations”, “Unlearning Organizations”, “Learning Organizations”, “Becoming a Learning Organization” and “Leading Collective Learning Processes”. “Part Three : Organizational Education” includes the chapters “Features of an Educational Course”, “The Contract Phase”, “The Planning Phase”, “The Implementation Phase”, “Collective Learning: a Paradoxical Process”, “The Role of the Educational Staff: Educating or Advising?” and “The Learning Organization: Fashion or Necessity?”

- [1217] *No author, “The Change Drivers” (Corporate Renewal Associates Limited, n.d.). 6 pp. Trifold leaflet. Original publication. Box No. 5:5, Folder No. 1.*

An informative leaflet which discusses “change drivers”, “A new mode of corporate leader [who] is emerging amongst large, well established companies ... in the style of the old entrepreneurs ... [who] offer large rewards and the risks that go with them ... [and] belong to a very exclusive club where members elect themselves by virtue of their performance.”

- [1218] *No author, “Beyond The Change Driver : Ground Rules for Renewal” (Corporate Renewal Associates Limited, n.d.). 6 pp. Trifold leaflet. Original publication. Box No. 5:5, Folder No. 1.*

An informative leaflet which argues that “Longer term resilience [in company performance] is about preventing further crisis by institutionalising the characteristics of the change driver”, “a new mode of corporate leader ... with the capacity to transform underperforming companies into high performing ones.”

- [1219] *No author, “Creating Entrepreneurial Systems” (Corporate Renewal Associates Limited, n.d.). 6 pp. Trifold leaflet. Original publication. Box No. 5:5, Folder No. 1.*

An informative leaflet which asks whether “Creating Entrepreneurial Systems” is “A contradiction in terms” or “a way of creating the enterprise and responsiveness of the entrepreneur at the level of the large organisation”, arguing that “Entrepreneurial systems offer a capability for self renewal - maintaining internal stability and coherence while staying open to market and competitive realities.”

- [1220] *No author, Patterns of Change in Complex Systems : Report to the Planning Group : Shell International Petroleum Company (Corporate Renewal Associates, n.d.). 69 pp. Photocopy. Box No. 5:5, Folder No. 1.*
A report, marked “confidential”, carried out by Corporate Renewal Associates [CRA] on behalf of the Planning Group of Shell International Petroleum Company, which explores “the resolution of certain paradoxes which have been identified by senior management [at Shell] and the measurement of the strengths and weaknesses of the Group’s ‘culture’ against future needs”, for which CRA “examine[d] four major companies [BP, ICI, Unilever and General Electric] which are perceived to have achieved fundamental change in recent years in the quality of their performance and their overall vision or frame of reference”, with the purpose being to describe and examine the origins and energy for change in each company, the sequence of events which occurred and the extent of achievements secured in both strategic direction and supporting culture, to see whether there are common elements and significant patterns of change.“ The report also ”draw[s] on experience of comparable changes in three other organisations - Tate & Lyle, National Freight Consortium and Jaguar - to contrast the processes of change in smaller corporations, which have experienced either a crisis in financial performance or a radical change in relationship to their environment, or both.””.
- [1221] *No author, Shell in Chemicals (Shell International Chemical Company Ltd, February, 1987). 20 pp. Original publication. Box No. 5:5, Folder No. 1.*
A booklet which “gives an outline of the activities of Shell companies in petrochemicals and speciality chemicals . . . intended . . . as a survey of the areas of the business in which Shell companies have particular experience and expertise.” The booklet is divided into the following chapters: “Shell in chemicals”, “Base chemicals”, “Polymers”, “Industrial chemicals”, “Speciality chemicals”, “Quality assurance”, “Health and environment”, “Research” and “Steps into the future”.
- [1222] *Gordon, J. W., The role of the chemical industry in world development (March, 1989). 10 pp. Original publication. Box No. 5:5, Folder No. 1.*
The text of an address by J. W. Gordon, “A director of Shell International Chemical Company and Chemicals co-ordinator for the Royal Dutch/Shell Group of Companies”, at the “Forum Europe/USA/Asia - The chemical industry worldwide in the year 2000 : Paris, 15 March 1989”, which discusses “the impact of industry in world development”, specifically the chemical industry, and which addresses three main points: “that economic growth needs chemicals”, “that the relationship between the international chemical companies and host countries is adaptable enough to suit not only different stages of economic development but also differing economic systems” and “that the right environment must exist so that chemical companies can make a full contribution to economic development - and still provide a satisfactory contribution to the economic growth of their shareholders!”

- [1223] *van Rijn, Kees and Westbroek, Gerard, Pesticide formulation, transportation and storage in developing countries (Group Public Affairs, Shell International Petroleum Company Ltd., July, 1986). 5 pp. Original publication.* Box No. 5:5, Folder No. 1.
A paper from the "American Chemical Society Symposium, New York: 'Safe production and use of pesticides in developing countries'", which looks at the "formulation" and "risk elements" of the use of pesticides in developing countries, with consideration given to "Design", "Plant operation", "Quality control", "Generation and disposal of waste", "Transportation and storage", "Management responsibility", "Health, environment and safety audits", and "Government regulations".
- [1224] *No author, "Chemicals and the environment" (London, UK: The Shell Briefing Service (sbs), No. 2, 1988). 14 pp. Original publication.* Box No. 5:5, Folder No. 1.
The second issue of the 1988 run of SBS (The Shell Briefing Service), "prepared as an information brief for companies of the Royal Dutch/Shell Group", looking at "Chemicals and the environment", divided into the following sections: "The chemical industry", "Product development", "Discovery to disposal", "Manufacturing", "Transport and distribution", and "Using chemicals".
- [1225] *Fox, Basil, Agrochemical training for extension workers in developing countries (Group Public Affairs, Shell International Petroleum Company Ltd., July, 1986). 3 pp. Original publication.* Box No. 5:5, Folder No. 1.
A paper from the "American Chemical Society Symposium, New York: 'Safe production and use of pesticides in developing countries'", which looks at the need, nature and strategies of training for workers in developing countries handling "agrochemicals", divided into the following sections: "Train the trainers", "Practice, classroom and field work", "Safe handling symbols", "One approach to training".
- [1226] *Fox, Basil, Agrochemical training for extension workers in developing countries (Group Public Affairs, Shell International Petroleum Company Ltd., July, 1986). 3 pp. Original publication.* Box No. 5:5, Folder No. 1.
A paper from the "American Chemical Society Symposium, New York: 'Safe production and use of pesticides in developing countries'", which looks at the need, nature and strategies of training for workers in developing countries handling "agrochemicals", divided into the following sections: "Train the trainers", "Practice, classroom and field work", "Safe handling symbols", "One approach to training".
- [1227] *No author, "Petrochemicals" (London, UK: The Shell Briefing Service (sbs), No. 1, 1990). 10 pp. Original publication.* Box No. 5:5, Folder No. 1.
The first issue of the 1990 run of SBS (The Shell Briefing Service), "prepared as an information brief for companies of the Royal Dutch/Shell Group", looking at "Petrochemicals", divided into the following sections: "The chemical industry", "The petrochemical industry", "Development of the petrochemical industry", "A new golden age?" and "Commercial characteristics of petrochemicals".

- [1228] *No author, Shell Petrochemicals, No. 13 (1990). 36 pp. Original publication.* Box No. 5:5, Folder No. 1.
The No. 13, 1990 issue of Shell petrochemicals, including the articles: "A recycling initiative not to be thrown away", "Shell Espana: in bullish mood", "Japan's chemicals industry turns international", "Teaching experimental chemistry: an initiative from India", "Car paints: presentation and protection", "A bifocal view of European petrochemicals", "Taiwan's battle: the economy versus the environment", "Restoring the Portland Vase", "Foam, sweet foam: drilling for water in the Middle East", "The wealth of nations", "CICERO: keeping the local community informed", "Polypropylene's development in food packaging", "Shell flowstream", "Résumés", "Kurzfassungen", and "Sumarios".
- [1229] *Masson, P-Y., The Chemical Industry and 1992 (Shell Chemicals, October, 1989). 12 pp. Original publication.* Box No. 5:5, Folder No. 1.
The transcript of "A speech delivered to the Annual ECMRA Conference – Paris 16th October 1989" by P-T Masson, President of Shell Chemicals International Trading Company" in which the author "examine[s] the pattern of development of Europe and of the chemical industry since the establishment of the [European] Community in 1957 and to put forward some views on changes that might be anticipated in the next decade and their influence on [Shell's] business."".
- [1230] *No author, "Company Report 115", Ends Report 152 (September, 1987). pp. 1, 9-11. Photocopy. Annotated throughout.* Box No. 5:5, Folder No. 2.
A section from Ends Report 152 which argues that "environmental concerns can develop into a landslide which disrupts established corporate plans" and looks at how "In their latest long-term planning scenarios, Shell UK's planners have provided a framework for the company's top management to ride with the tide and integrate environmental pressures into their strategic business decisions," arguing that these efforts "appear to be unique among British companies." The relevant article appears on pp. 9-11.
- [1231] *No author, "International oil movements" (London, UK: The Shell Briefing Service (sbs), No. 1, 1989). 9 pp. Original publication.* Box No. 5:5, Folder No. 2.
The first issue of the 1989 run of sbs(The Shell Briefing Service), "prepared as an information brief for companies of the Royal Dutch/Shell Group", looking at "International oil movements", divided into the following sections: "The flow of world oil", "Patterns of trade", "Across seas and oceans", and "The pipeline as exporter".
- [1232] *No author, "Energy in profile" (London, UK: The Shell Briefing Service (sbs), No. 3, 1988). 13 pp. Original publication.* Box No. 5:5, Folder No. 2.
The third issue of the 1989 run of sbs (The Shell Briefing Service), "prepared as an information brief for companies of the Royal Dutch/Shell Group", looking at "Energy in profile", divided into the following sections: "Round-up of 1987", "Oil demand", "Oil trade", "OPEC", and "Natural gas".

- [1233] *Jennings, J. S., Countries and companies: making a new deal? (London, UK: Group Public Affairs, Shell International Petroleum Company Ltd, 1990). 8 pp. Original publication. Box No. 5:5, Folder No. 2.*
A “Keynote address to Cambridge Energy Research Associates, Executive Conference, Houston, ‘The new era: energy, the environment and global strategies’, 6-7 February 1990”, delivered by J. S. Jennings, “A Group managing director of the Royal Dutch/Shell Group and Exploration and Production co-ordinator”, in which Jennings gives his view on the identifiable trends “which are likely to have a significant influence on the way the upstream oil and gas industry evolves in the coming decade [1990s]” and speculates “on how they might influence events ... and in particular how they might influence relationships between host countries and companies in our industry”.
- [1234] *Charlton, R. M., Safety in exploration and production operations (London, UK: Group Public Affairs, Shell International Petroleum Company Ltd, 1989). 12 pp. Original publication. Box No. 5:5, Folder No. 2.*
An address at the “APEA Conference, Hobart, Australia, 12 April 1989”, by R. M. Charlton, “Director of the Exploration and Production Operations and Liaison Division, Shell Internationale Petroleum Maatschappij”, in which Charlton discusses the importance of “good safety management ... by outlining the background to exploration and production safety in the Royal Dutch/Shell Group”, by explaining why the “imperative that the costs of offshore development [being] reduced ... will be an opportunity to increase safety greatly” and by exploring “the ‘people factor’ and why the only route to real safety is through the unceasing commitment of line managers and supervisors.” Charlton also briefly discusses environmental conservation in the context of safety.
- [1235] *Jennings, J. S., Offshore Northern Seas (London, UK: Shell International Petroleum Company Ltd, 1988). 7 pp. Original publication. Box No. 5:5, Folder No. 2.*
A “Keynote address to the Offshore Northern Seas Conference : Stavanger, Norway, 23 August 1988” by J. S. Jennings, “A Group Managing Director of the Royal Dutch/Shell Group and Exploration and Production co-ordinator”, in which Jennings discusses the consequences of viewing “the exploration and development of the hydrocarbon resources of the Northern Seas ... [with] the confident expectation that oil prices would continue to rise in real terms ... [and] a sort of euphoria”, arguing that “Many people outside the industry came to take oil and gas production from the Northern Seas for granted and forget that the operation of oil and gas fields in such a hostile environment remains a very high-risk activity”, stating that, in the wake of “public scrutiny ... [following] the terrible disaster on Piper Alpha ..., [Shell’s] technology, design philosophy and operating practices need to evolve further if [Shell] are to gain full command over what will always be an extremely hostile environment.” Jennings also looks at “the oil price collapse of early 1986 [which] shattered many dreams of ever increasing real oil

- prices and put the commercial risks of high cost oil and gas development into sharp focus”, asking, following “a substantial inventory of undeveloped fields ... identify[ing] many prospects still to be tested by the drill”, whether these resources will be economic?
- [1236] *No author, 1989 Scenarios : Challenge and Response (London, UK: Shell International Petroleum Company, Limited, 1989). 78 pp. Original publication.* Box No. 5:5, Folder No. 2.
A book, marked “Confidential”, produced by the Group Planning department of Royal Dutch/Shell, which explores the scenarios created by Shell from the current year [1989] up to 2010, describing them as “alternative interpretations of the World of 1989 which link to expectations for the future”. The book is divided into two sections, the first of which “describes the scenarios and the rationale for choosing these as archetype interpretations of the World of 1989” and the second of which “provides a deeper level of understanding of the scenarios by expanding on their component parts and areas of particular relevance.”
- [1237] *van der Toorn, Bertus, Strategy for biomass conversion (London, UK: Group Public Affairs, Shell International Petroleum Company Limited, October, 1988). 11 pp. Original publication.* Box No. 5:5, Folder No. 2.
A paper “Developed from a paper originally presented to the symposium ‘Renewables’ at The Technical University in Delft, The Netherlands, October 1987”, which explores “strategy for biomass conversion”, divided into the following sections: “Biomass resources”, “Conversion of biomass”, “Weighing the options”, “Substitution”, “The way forward”, “The forces of change” and “The future for biomass”.
- [1238] *Williams, J. R., Natural gas - the European perspective (London, UK: Group Public Affairs, Shell International Petroleum Company Limited, 1989). 10 pp. Original publication.* Box No. 5:5, Folder No. 2.
The transcript of “An address to the 5th European Natural Gas Conference, Oslo, 30 May 1989” by J. R. Williams, in which Williams “outline[s] [his] perspective on five inter-related issues for those involved in Europe’s gas industry”, “Prices”, “The Environment”, “Power Generation”, “1992 Developments” and “Long-Term Gas Supply”.
- [1239] *Butler, Stephen, Fossli, Karen, Samuelson, Maurice, McLain, Lyn-ton and Thomas, David, “The Gas Industry”, Financial Times (London, UK, April 23, 1990). pp. i-iv. Tear sheets.* Box No. 5:5, Folder No. 2.
A series of articles by a range of writers in the “Financial Times Survey” section of the April 23, 1990 edition of the Financial Times, which explores the gas industry, arguing overall that “Prospects for the international gas industry are looking increasingly bright, even though there are longer-term uncertainties for many sections of the industry”. As well as an overview, articles include “Anxiety among suppliers”, which looks at “problems facing the European gas industry”, “West German Market : Preparing for battle”, “Norway : Ambitious plans under way”, “Competitive forces intensify”, which “examines changes in the US natural gas industry”, “Warning from US suppliers”, “A dramatic comeback”,

which argues that “gas is the favoured fuel in electricity generation”, “Environmental issues : Big claims for ‘green’ fuel”, “Britain’s industrial gas sector : Market revolution” and “British Gas : A surge of new customers”.

- [1240] *No author, “Modern automotive retail” (London, UK: The Shell Briefing Service (sbs), No. 1, 1990). 9 pp. Original publication. Box No. 5:5, Folder No. 2.*
The fifth issue of the 1989 run of SBS (The Shell Briefing Service), “prepared as an information brief for companies of the Royal Dutch/Shell Group”, looking at “Modern automotive retail”, and consisting of “a brief overview of the structure of an oil market and the factors that determine gasoline prices” divided into the following sections: “Road transport in perspective”, “Modern automotive fuels”, “The changing role of the service station” and “The structure of an oil market”.
- [1241] *van der Meer, Robert and Sortino, Frank, “Describing uncertainty is the key; Multiple scenarios improve forecasts”, Pensions & Investments Age (November 27, 1989). pp. 11-13. Box No. 5:5, Folder No. 2.*
The text of an article which argues that “Managing risk has nothing to do with luck. It has to do with one’s ability to describe uncertainty”, providing examples to illustrate this statement, with reference to scenario planning and its use by the Shell Pension Fund.
- [1242] *Davidson, James C., letter to Kleiner, Art (June 28, 1995). 1 pg. Box No. 5:5, Folder No. 2.*
A letter from James Davidson to Art Kleiner following up on further comments which Davidson gave Kleiner on Kleiner’s “latest draft [of The Age of Heretics?]”.
- [1243] *Wack, Eve, letter to Art Kleiner (October 30, 1994). 1 pg. Box No. 5:5, Folder No. 2.*
A letter from “Eve et Pierre” Wack to Art Kleiner, thanking Kleiner for some books.
- [1244] *Kleiner, Art, draft of “Chapter 2 : Mystics” in The Age of Heretics (June 5, 1995). pp. 20-28, 32-33 + 40 and Kleiner, Art, no title (June 3, 1995). pp. 1056 + 1072. Annotated throughout. Box No. 5:5, Folder No. 2.*
Two documents stapled together. The first is part of a draft of a chapter from The Age of Heretics by Art Kleiner with handwritten corrections and annotations [from James Davidson?] throughout, largely regarding Pierre Wack and his work at Shell’s group planning department. The second document seems to be text from another draft of the same publication, or from a different publication, referring to scenario planning, especially at Shell.
- [1245] *Davidson, James, letter to Art Kleiner (June 20, 1995), no author, [Davidson, James, letter to Art Kleiner?] (n.d.) and no author, interview between James Davidson and Art Kleiner (Spring, 1993). Corner stapled. 6 + 1 + 1 pp. respectively. Handwritten annotations. Box No. 5:5, Folder No. 2.*

This appears to be three items stapled together. The first is a letter from James Davidson offering Kleiner notes, presumably on a draft of a chapter of Kleiner's book *The Age of Heretics*, with extensive reference to Shell, Ted Newland and Pierre Wack. The second item is the fourth page of an earlier letter from Davidson to Kleiner and serves a similar purpose. The third item is the transcript of part of a phone interview between Davidson and Kleiner in which they discuss Ted Newland, South Africa and the nuclear industry.

- [1246] *Davidson, James, letter to Kleiner, Art ([June 20, 1995?]). 1 pg.* Box No. 5:5, Folder No. 2.
A "PS" to a letter from James Davidson to Art Kleiner, offering further information on "when McKinsey were brought in to study the London/Hague Central Office organizations."
- [1247] *Deming, W. Edwards, letter to Kleiner, Art (February 24, 1990). 1 pg. Photocopy.* Box No. 5:5, Folder No. 2.
A letter from W. Edwards Deming to Art Kleiner suggesting that Kleiner attend "one or two of [Deming's] seminars so that [Kleiner and Deming] may talk the same language".
- [1248] *Wack, Pierre, letter to Kleiner, Art (June 27, [?]). 1 pg. Photocopy.* Box No. 5:5, Folder No. 2.
A letter from Pierre Wack to Art Kleiner presumably referring to a draft of part of *The Age of Heretics* which Kleiner had sent to Wack for comment.
- [1249] *Wack, Pierre, letter to Kleiner, Art (June 27, [?]). 1 pg. Photocopy.* Box No. 5:5, Folder No. 2.
A letter from Pierre Wack to Art Kleiner presumably referring to a draft of part of *The Age of Heretics* which Kleiner had sent to Wack for comment.

Box 6:1 - 6:4

- [1250] *No author, letter to Kleiner, Art (May 3, 1994). 1 pg. Fax.* Box No. 6:1, Folder No. 1.
A letter to Art Kleiner with comments on a draft, presumably of part of *The Age of Heretics*, with reference to Pierre Wack, Ted Newland and Shell. Text is faded but legible.
- [1251] *Kleiner, Art, "Introduction" and "Part One : The Royal Dutch/Shell Group of Companies" from Kleiner, Art, Consequential Heresies : Four Case Histories of Corporate Change (n.d.). 25 pp. Annotated throughout.* Box No. 6:1, Folder No. 1.
Part of a draft of a text by Kleiner looking at what he termed "consequential heresies", unconventional views which fundamentally changed corporate practice, often against much initial resistance. In this part the focus is on the development of scenario planning at Royal Dutch Shell by Pierre Wack and Ted Newland, with interview extracts between Kleiner and a variety of people, including Newland, Wack, Napier Collyns and Peter Schwartz. This edition contains notes and comments by Arie de Geus.
- [1252] *No author, "now are learning companies" (n.d.). 1 pg.* Box No. 6:1, Folder No. 1.
A document which seems to be part of a title page for a book or article, with a brief description of the nature and purpose of scenario planning.
- [1253] *No author [Kleiner, Art?], "Transcript of Interview with Arie de Geus, Royal Dutch/Shell, 5/11" (May 11, [?]). 7 pp. Photocopy. Annotated throughout.* Box No. 6:1, Folder No. 1.
A transcript of an interview with Arie de Geus regarding the importance of the Group Planning department of Royal Dutch/Shell in increasing Shell's net profit margin during the 1985-1986 oil crash with the use of scenario planning.
- [1254] *Miller, Paul, "Scenarios make the future feel familiar; Planning: Many companies are asking the question 'What if?'"', The Independent (London, UK, March 24, 1991). pp. 9-10. Printout.* Box No. 6:1, Folder No. 1.
The text of an article in *The Independent* which looks at the development of scenario planning in "forward-thinking companies", using the performance of Royal Dutch/Shell during the 1985-1986 oil crash as an example, with reference to Pierre Wack "sharing scenarios of a future South Africa with government and business parties there".
- [1255] *Murphy, Nancy, letter to Kleiner, Art (January 19, 1993) 1 pg. and de Geus, Arie, letter to Murphy, Nancy (January 18, 1993). 2 pp. Fax.* Box No. 6:1, Folder No. 1.
A fax of two letters. The first, from Nancy Murphy of Global Business Network, to Art Kleiner, refers to "a fax from Arie [de Geus] re: your Learning Conference piece". The second, from de Geus to Murphy, consists of de Geus's comments regarding the piece by Kleiner.
- [1256] *de Geus, Arie, letter to Kleiner, Art (July 3, 1989). 1 pg. Annotated throughout.* Box No. 6:1, Folder No. 1.

A letter from Arie de Geus to Art Kleiner with comments on an article by Kleiner regarding the history of the Group Planning department at Royal/Dutch Shell.

- [1257] *Davidson, James C., letter to Kleiner, Art March 10, 1993). 2 pp. and Davidson, James, letter to "the Chairman [of Royal Dutch/Shell's Group Planning Department?]" (1976). 4 pp.. Box No. 6:1, Folder No. 1.*

Two items stapled together. The first is a letter from James Davidson to Art Kleiner offering assistance in Kleiner's research into scenario planning at Royal Dutch/Shell, and referring to the enclosed "extract from a note which [Davidson] wrote for the Chairman [of Royal Dutch/Shell's Group Planning department?] just before [Davidson's] retirement at the end of 1976, which summarised how [the Group Planning department's] thinking had developed up to then." The second item is the extract of Davidson's note, largely divided into two sections: "Scenarios" and "Strategic Planning".

- [1258] *Davidson, James C., letter to Art Kleiner (April 4, 1993). 4 pp. Box No. 6:1, Folder No. 1.*

A letter from James Davidson to Art Kleiner with comments on a draft [of a chapter from Kleiner's book, *The Age of Heretics?*] about scenario planning at Royal Dutch/Shell.

- [1259] *Davidson, James C., letter to Art Kleiner (April 24, 1993). 2 pp. Box No. 6:1, Folder No. 1.*

A letter from James Davidson to Art Kleiner regarding people Davidson recommended Kleiner speak to as part of his research into scenario planning at Royal Dutch/Shell.

- [1260] *No author, "Banging the drum quickly" (n.d.). 1 pg. Annotated throughout. Box No. 6:1, Folder No. 1.*

This item seems to be an extract from an article about scenario planning at Royal Dutch/Shell.

- [1261] *Collyns, Napier and Galer, Graham, "Developing Scenarios: Linking Strategy to an Uncertain Future" and no author, page from the programme for "The 1992 International Strategic Management Conference" (n.d. [1992?]). 19 pp. Annotated throughout. Box No. 6:1, Folder No. 1.*

Two items stapled together. The first is the transcript of a talk given by Napier Collyns and Graham Galer at "The 1992 International Strategic Management Conference", in which Galer speaks about Shell's "business and organization, the planning cycle and the relationship of that to learning[,] ... scenario planning and corporate perception-how we look at the world and the links between scenarios and strategy ... [and] "organizational conversation.", and Collyns speaks about "The Art of Scenario Planning", "Basic Principles of Scenario Planning" and "Lessons from Shell", followed by a "Questions and Answers" session between Galer, Collyns and the audience. The second item is part of the program for this conference with the details for a session titled "Facing the Uncertain Future: Building Consensus Through Scenarios".

- [1262] *No author, Good Neighbours : How the oil and petrochemicals industry goes about its task of protecting the environment (London, UK: Public Affairs, Shell UK Limited, n.d.). 44 pp. Original publication.* Box No. 6:1, Folder No. 1.
A booklet which "tells how Shell UK, as an oil and chemicals company, plays its part [in protecting the environment] by seeking to run its business in as clean and safe a manner as can reasonably be achieved", divided into the following sections: "Introduction", "The offshore platform : Good housekeeping, sophisticated control systems - even mussels - all play a part in maintaining clean seas", "The oil at sea : Whatever the means of transport - pipeline or tanker - strict rules are followed to bring the oil and gas ashore", "Refining the oil ... manufacturing the chemicals : Purifying water, minimising noise, disposing of waste and operating safely", "Pipelines on land : A company's reputation is on the line when it comes to the ground work for laying pipelines", "Road and rail : Safe handling is of prime importance for transport by road tanker or rail", "Pollution of the air : Controlling emissions and the problem of "acid rain""", "Chemicals and agriculture : How products are developed and tested for effectiveness and safe use", "Living with industry : Minimising the visual impact of installations and safeguarding the neighbourhood interests in the search for onshore oil and gas" and "Wildlife : All neighbours great and small".
- [1263] *[Catliff, Simon?], Successful exhibitions. . . . and how we can help you achieve them! (London, UK: Publicity Services, Shell UK, n.d.). 12 pp. Original publication.* Box No. 6:1, Folder No. 1.
A booklet which "give[s] examples of [Exhibitions and Displays]' recent work in a variety of categories, from major exhibitions at international trade fairs to small in-house displays", and describes how Exhibitions and Displays can help others who want to design an exhibition or display.
- [1264] *No author, Shell International Petroleum Company Limited business slip (n.d.). 1 pg. "Mr Graham Galer" has been handwritten.* Box No. 6:1, Folder No. 1.
A Shell International Petroleum Company Limited business slip on which someone has written "Mr Graham Galer".
- [1265] *Modarressi, Taghi, "The Shah Was in a Foul Mood" (n.d.). pp. 27-28. Tear sheet.* Box No. 6:1, Folder No. 1.
An article from an unknown newspaper reviewing two books, *The Shah and I : The Confidential Diary of Iran's Royal Court* by Asadollah Alam, and *Daughter of Persia : A Woman's Journey From Her Father's Harem Through the Islamic Revolution*, by Sattareh Farman Farmaian, both regarding the attitude of Shah Pahlavi leading up to the Islamic Revolution in Iran, with reference to the Shah's successful negotiations with international oil companies.
- [1266] *No author, Shell at a Glance (Royal Dutch/Shell, n.d.). 7 pp. Original publication.* Box No. 6:1, Folder No. 1.
A leaflet which shows the milestones of Shell from 1859-1988, as well as providing an overview of the structure and activities of Shell.

- [1267] *No author, A History of the Royal Dutch/Shell Group of Companies (London, UK: Group Public Affairs, Shell International Petroleum Company Limited). 20 pp. Box No. 6:1, Folder No. 1.*
A booklet which recounts the history of Royal Dutch/Shell, from the 1833 to 1988.
- [1268] *Stone, Christopher D., "In the Dry New World of Energy Realities : 'Each Advance Steps on Someone's Toes, Usually Powerful'" and Yergin, Daniel, "In the Dry New World of Energy Realities : 'Americans Have Yet to Notice Our Foreign-Oil Noose'", Los Angeles Times (Los Angeles, CA, April 15, 1979). pp. 1-2. Photocopy. Box No. 6:1, Folder No. 1.*
Two articles under the same main heading. The first asks the question "If the United States could build an atomic bomb and land a man on the moon, why can't it solve the energy crisis?" The second argues that the Islamic Revolution in Iran narrowed the options for US national energy policy, and examines a speech by President Jimmy Carter which "focused on the decontrol of oil prices".
- [1269] *Ross, Charles W., "Executive Sees Coal, Nuclear Power As U.S. Answer To Loss Of Iran Oil", The San Diego Union (San Diego, CA, February 18, 1979) and Dufur, Jim, "Fishermen Get Say On Water Bill" (March 15, 1979). 1 pg. Photocopy. Box No. 6:1, Folder No. 1.*
Two articles. The first explores the argument of Forrest Shumway, "president of the \$3.5 billion Signal Companies" that "Coal and nuclear energy should be America's answer to the Iran-initiated oil shortage that is prompting the Carter administration to consider gasless Sundays and rationing". The second looks at the case made by fishermen who spoke "before a legislative committee putting together a bill to guide development of water projects in California over the next 20 years."
- [1270] *Stein, Jane Weisman, "Coal Plant 'Wonderful Neighbor'", The San Diego Union (San Diego, CA, November 2, 1979) and no author, "Odd twist: State may sell oil to Mexico" (February 19, 1979). 1 pg. Photocopy. Box No. 6:1, Folder No. 1.*
Two articles. The first explores the positive relationship between residents of Centralia, Washington state and "their local coal mine and power plant". The second looks at the possibility that "California could end up selling or trading some of its oil to northern Mexico if an agreement can be reached between the Mexican government and oil companies [in California]."
- [1271] *Timberlake, Lloyd, "Successor to Oil is Not Yet in Sight : Each Substitute Source of Energy Offers Its Own Problems", Los Angeles Times (Los Angeles, CA, February 16, 1979), Stevens, Mark, "Nuclear-power age - in retreat?", Christian Science Monitor (February 19, 1979) and McGrory, Mary "Energy Crisis - Real or Created?" (February 16, 1979). 2 pp. Photocopy. Box No. 6:1, Folder No. 1.*
Three articles. The first argues that "The only thing known for certain about the world's oil supplies is that they are running out", and that the options for replacement, such as nuclear or solar energy, have their

own setbacks and impracticalities. The second discusses looks at the future of the nuclear energy industry. The third looks at the effect of the energy crisis on the presidency of Jimmy Carter.

- [1272] *No author, "Tomorrow's Oil Will Cost 10 to 20 Times More to Develop", pg. 13 and no author, "Ideas From Shell Companies", Shell World (October/November, 1979). Pg. 23. Photocopy. Box No. 6:1, Folder No. 1.*

Two articles from the October/November, 1979 issue of Shell World. The first is an at least partial transcript of "the opening address to the 10th World Petroleum Congress in Bucharest in September [1979?] by Group managing director Dirk de Bruye", in which the theme was "The formidable costs that lie behind the development of new energy supplies". The second item which looks at ideas of various Shell companies in response to "The month of October [being] named Energy Conservation month by the International Energy Agency."

- [1273] *Taylor, Bernard, "Growing in the Gulf", no author, "We Must Challenge the Risk-Free Mentality", no author, "The Gas Men Come to Town", no author, "From the Platform", no author, "New From Shell" and Davidson, J. C., "Readers Letters : Energy Forecasts" (Shell World, No. 8, December, 1978). pp. 4-7, 11, 22-25 + 27. Photocopy. Box No. 6:1, Folder No. 1.*

A number of articles from the December, 1978 issue of Shell World. The first, "Growing in the Gulf", is about "the effects of the astonishing growth of recent years" in Dubai, where the head office of Shell Markets (Middle East) is located. The second, "'We Must Challenge the Risk-Free Mentality'" contains excerpts from "an address to the Seventh World Planning Congress in London" by Senior Group Managing Director Michael Pocock, which looks at the contrast between governments, who "have encouraged the notion that they have it in their power to offer voters not only a shower of public goods but a 'riskless society' too" and business, which "thrives on risk and on rewarding people who take successful risks ... in order to cut costs, find new markets, increase production or improve services." The third article, "The Gas Men Come to Town", looks at a talk from "A random group of six gas men from different countries, [at] a major gas conference in Shell Centre" who discuss their work, and compares them with "oil men". The final three items are all on p. 27. "From the Platform" looks at Michael Pocock's assertion that Shell "need[s] to 'organize small' and looks at scenarios "for the next two decades" relating to an energy crisis. "New From Shell" discusses a "New Chemicals Information Handbook", "The Oil Supply Pattern", "Solar Energy" and "Energy and Society". A "Readers Letter" from J. C. Davidson, former coordinator of Group Planning, refers to an article in the July, 1978 issue of Shell World about energy forecasts.

- [1274] *Sharp, Joe, "A Signpost to Potential", Shell World (June/July, 1979). pp. 14-15. Photocopy. Box No. 6:1, Folder No. 1.*

An article about "A concept revolving around what is known as the 'helicopter quality' [which] is being increasingly used by Shell companies

as a basis for assessing people's potential", looking at "the nature and the importance of this quality".

- [1275] *Schubert, Paddy, "When Your Mind Works Best 12,000 Feet Below Ground You Are Equipped to Deal With the Unexpected" and [Schubert, Paddy?], "A Gypsy Life for an E and P Wife", Shell World, No. 5 (July/August, 1975). pp. 8-11. Photocopy. Box No. 6:1, Folder No. 1.*

Two related articles in the July/August, 1979 issue of Shell World which are largely made up of an interview with Hans Brinkhorst, an "E & P [Exploration and production] man", looking at the "Surprises, disappointments, excitements and successes [which] lurk round the corner for an exploration and production man" and asks "What makes him tick? Is there an archetype? What characteristics does he need?"

- [1276] *Skeen, Ian, "Midsummer Summitry", Shell World, No. 6 (September/October, 1979). pp. 20-21. Photocopy. Box No. 6:1, Folder No. 2.*

An article in the September/October, 1979 issue of Shell World which "looks at the months of 1979 which have crystallised for the world a number of important facts on energy" following several energy summits, such as "that oil supply is accident-prone", that "the oil supply/demand balance is from now on going to be a tight calculation", that "\$20 a barrel of oil is here to stay (or increase in price) and the economies of the world must adjust to this", that "individual consumption of energy will be controlled by price or rationing or both", that "the leaders understand the new world of energy but have not yet proved that they know how to administer this knowledge", that "the problems of energy are international and are enmeshed in international relationships", that "additional energy supplies are vital if economic growth is to continue in the way to which people are accustomed" and that "greater efficiency [will be necessary] in the use of energy."

- [1277] *No author, "Viewpoint", Shell World, No. 6, (September/October, 1979). Loose sheet. 1 pg. Photocopy. Box No. 6:1, Folder No. 2.*

Two short columns, "From the Platform", which looks at the outlook for oil supply for 1980 and the cost of "upstream operations" for Shell, and "New From Shell" which looks at "Huge Investments for Energy", both appearing under the rubric "Viewpoint".

- [1278] *Cockburn, Alexander and Ridgeway, James, "The Moving Target", The Village Voice (New York, NY, June 25, 1979). pg. 17. Photocopy. Box No. 6:1, Folder No. 2.*

A full page advertisement in The Village Voice which serves as "A Message from Glutco® : The Quiet Oil Company" which thanks "the American motorist" for patience during the oil crash, and arguing that "The United States can no longer depend on vulnerable oil supplies from the Middle East", and for "the implementation of a new fuel program."

- [1279] *Cockburn, Alexander, "Press Clips", The Village Voice (New York, NY, May 25, 1982), 1 pg. Photocopy. Box No. 6:1, Folder No. 2.*

Several columns in The Village Voice under the rubric "Press Clips", including "Told You So" which implies that the oil "shortage" is a scam, and asks "How in God's name anyone with even passing knowledge of the energy crisis could think at this time, in the midst of a stupendous glut of oil and coal, in the midst of general world wide recession, that a capital-intensive, disease-producing, environment-destroying oil-shale industry in the West would be the answer to labor's problems."

- [1280] *Hampden-Turner, Charles, "Seven Steps to Reconciling Dilemmas Strategically" from Charting the Corporate Mind (Wiley-Blackwell, 1990) pp. 109-110 and no author, "Guide to the Directed Modes" (n.d.). pp. 75. Photocopy. Box No. 6:1, Folder No. 2.*

Part of a chapter from Charting the Corporate Mind by Charles Hampden-Turner which looks at how "to free up" the channels of communication [by] make[ing] use of the corporation's own in-jokes and to present in a humorous way how key ideas mutually impede one another in that environment "so that" people laugh at what might otherwise provoke anxiety or shame, " - what the author calls "Eliciting Dilemmas Through Humour" .

- [1281] *Beck, Peter W., Recent Developments in Planning of UK Corporations (London, UK: The Strategic Planning Society, February, 1988). 29 pp. Photocopy. Box No. 6:1, Folder No. 2.*

A paper by Peter Beck which looks at "Recent Developments in Planning in UK Corporations" following the decline of "enthusiasm for forecasting", and is divided into the following sections: "1. Introduction", "2. The First Steps in Planning", "3. Forecast-Based Planning Examined", "3. A. Predicting the Future", "3. B. Use of Mathematical Models", "3. C. Choice of Objective Function", "3. D. One Optimal Solution?", "4. "The Changing Business Environment", "5. Planning to-day - Living with Uncertainty", "5. A. Thinking About the Future", "5. B. The Need for Clear Aims", "5. C. The Advantages and Dangers of Delegation", "5. D. Role of the Manager", "5. E. Role of the Planner", "6. Conclusions" and "References" .

- [1282] *Kahn, Herman, Bruce-Briggs, B., Things to Come : Thinking About the Seventies and Eighties (New York, NY: The Hudson Institute, Inc., 1972). pp. x, 1-113, 162-219 + 222-247. Photocopy. Annotated throughout. Box No. 6:1, Folder No. 2.*

The majority of a book by Herman Kahn and B. Bruce-Biggs, published by The Hudson Institute, which "is a working document of [The Hudson Institute's] continuing study of the future, reflecting partial and tentative conclusions", looking "toward the 1970s and 1980s, ... the "short- " and "middle-range" prospects of mankind." As well as the "Acknowledgments" and "Introduction", chapters include "The Multi-fold Trend in the Seventies and Eighties-The Macro-historical perspective", "La Belle Epoque-The Metaphorical Use of Historical Analogy", "A Surprise-Free Projection-The World of the Seventies and Eighties", "Counterculture or Counterreformation-Countervailing Forces", "Alternate U. S. Futures-Scenarios and Branch Points", "Military-Technological Possibilities in the Seventies and Eighties-Technological Forecasting", "The 1985 Technological Crisis-The Social Effects of Technology" and

- “The Emerging Post-Industrial Society”. Chapter V and the first two pages of Chapter IX are missing.
- [1283] *Wack, Pierre, letter to Kleiner, Art (May 25, [?]). 1 pg. Photocopy. Box No. 6:1, Folder No. 2.*
A letter from Pierre Wack to Art Kleiner regarding an upcoming visit from Kleiner to Wack in Brive-la-Gaillarde, France, and a potential trip for Kleiner to a monastery once owned by Shell France, in which key developments of Shell’s scenario programme were developed.
- [1284] *Wack, Pierre, “Scenarios: the Gentle Art of Re-perceiving” (Cambridge, MA: Division of Research, Harvard Business School, 1984). 77 pp. Annotated throughout. Box No. 6:1, Folder No. 2.*
A working paper by Pierre Wack, subtitled “One Thing or Two Learned While Developing Planning Scenarios for Royal Dutch/Shell” which identifies “decision scenarios”, “scenarios which are of real help for decisionmakers” as opposed to “scenarios which tell a story”, and determines the difference between these two types of scenarios in a way that “is illustrated by describing the evolution of the planning process in Shell, where there is now a considerable body of experience in dealing with scenarios.”
- [1285] *No author, “Pierre Wack, Scenario Planning Pioneer, Joins Faculty”, no author, “”I find by experience...” : A Pierre Wack Sampler“, and no author, ”Field Study Elective in Scenario Analysis”” (n.d.). 3 pp. Box No. 6:1, Folder No. 2.*
Three items stapled together. The first offers a biography of Pierre Wack, “former head of Royal Dutch Shell’s Strategic Environment Unit, [who] has joined the HBS [Harvard Business School] faculty as a senior lecturer”. The second, from the same publication, is the transcript of a speech given by Wack to “a meeting of the second-year MBA course Country Analysis and Scenario Planning” with Wack’s “observations on scenario planning”. The third offers information relating to the “Field Study Elective in Scenario Analysis” [MBA?] module, of which Wack was the senior lecturer, including a “Description of Scenario Analysis” and “Course Structure”.
- [1286] *DuMoulin, Hans and Eyre, John, “Energy Scenarios : A learning process” (IPC Business Press, 1979). pp. 76-86. Photocopy. Annotated throughout. Box No. 6:1, Folder No. 2.*
A paper which “describes a planning technique based on the selection, construction and quantification of particular types of scenario (or sets of heuristic hypotheses about the future)”, outlining “the scenario method and . . . [applying it] to examine[e] future possibilities for energy demand (based on analysis of end-use markets) and energy supply. The form which energy crises may take in the future is also considered.”
- [1287] *Beale, Neville, letter to Art Kleiner (July 3, 1995). 1 pg. Box No. 6:1, Folder No. 2.*
A letter from Neville Beale to Art Kleiner regarding Beale’s thoughts on an extract from a draft of Kleiner’s chapter on Shell and scenario planning from *The Age of Heretics*, and offering to meet Kleiner to discuss this.

- [1288] *No author, "Safeguarding the seas" (London, UK: The Shell Briefing Service (sbs), No. 3, 1987). 9 pp. Original publication. Box No. 6:1, Folder No. 2.*
The first issue of the 1987 run of SBS (The Shell Briefing Service), "prepared as an information brief for companies of the Royal Dutch/Shell Group", which "outlines the origins of oil pollution, the responsibilities and activities of some of the various organisations concerned, and ways in which marine pollution can be prevented", as well as describing "Contingency plans to deal with spills and the schemes to provide compensation for oil spills offshore".
- [1289] *Hampden-Turner, C. M., Approaching dilemmas : a personal commentary on Group Strategy and the management of dilemmas (n.d.). pp. 2-32. Photocopy. Box No. 6:1, Folder No. 2.*
Part of a document which makes up "a personal view of the management of strategic dilemmas by Professor Charles Hampden-Turner who worked in Group Planning [at Shell] ... as a consultant" which, with the use of cartoons, "treats many of the axioms and concerns of management with a measure of humour and light-heartedness" while asking "how can management groups face up to the problem of handling dilemmas in the light of uncertainties?" and offering "some techniques and insights into how dilemmas might be approached and ... resolved." All odd numbered pages are missing.
- [1290] *Hampden-Turner, C. M., Approaching dilemmas : a personal commentary on Group Strategy and the management of dilemmas (n.d.). pp. 2-32. Photocopy. Box No. 6:1, Folder No. 2.*
Part of a document which makes up "a personal view of the management of strategic dilemmas by Professor Charles Hampden-Turner who worked in Group Planning [at Shell] ... as a consultant" which, with the use of cartoons, "treats many of the axioms and concerns of management with a measure of humour and light-heartedness" while asking "how can management groups face up to the problem of handling dilemmas in the light of uncertainties?" and offering "some techniques and insights into how dilemmas might be approached and ... resolved." All odd numbered pages are missing, and some if unreadable due to poor quality.
- [1291] *Hampden-Turner, C. M., Approaching dilemmas : a personal commentary on Group Strategy and the management of dilemmas (n.d.). Loose sheets. pp. 26-32. Photocopy. Box No. 6:1, Folder No. 2.*
Part of a document which makes up "a personal view of the management of strategic dilemmas by Professor Charles Hampden-Turner who worked in Group Planning [at Shell] ... as a consultant" which, with the use of cartoons, "treats many of the axioms and concerns of management with a measure of humour and light-heartedness" while asking "how can management groups face up to the problem of handling dilemmas in the light of uncertainties?" and offering "some techniques and insights into how dilemmas might be approached and ... resolved."
- [1292] *Two postcards with photographs attached of "Cueremonte - Le Château (côté Levant)", which based on the original name of the*

- containing folder “Pierre Wack’s Castle”, appear to have some relevance to Pierre Wack. Box No. 6:1, Folder No. 2.
- [1293] *Wack, Pierre, letter to Wagner, Gerrit (June 5, 1985). 1 pg.* Box No. 6:1, Folder No. 2.
A letter from Pierre Wack to Gerrit Wagner, who “presided over the introduction of scenarios in Shell” and referring to “the enclosed paper in which [Wack] tried to encapsulate a few things [he] learned from [the] experience with scenarios”, presumably “Scenarios: The Gentle Art of Re-Perceiving”.
- [1294] *Gelt, Roberta, letter to Kleiner, Art (March 17, 1993). 1 pg.* Box No. 6:1, Folder No. 2.
A letter from Roberta Gelt to Art Kleiner providing information about the Global Business Network scenario planning seminar, April 19-23, 1993.
- [1295] *No author, “Scenario Planning Seminar : Who’s Who” (Global Business Network, [April?], 1993). 16 pp.* Box No. 6:1, Folder No. 2.
A booklet providing brief biographies of those attending the Global Business Network’s scenario planning seminar, April, 1993, including Napier Collyns, Art Kleiner, Jay Ogilvy, Peter Schwartz and Pierre Wack.
- [1296] *Davidson, James C., letter to Kleiner, Art (April 14, 1993). 1 pg.* Box No. 6:1, Folder No. 2.
A letter from James Davidson to Art Kleiner regarding the enclosed documents, “a photocopy of some pages of a book published by Shell Internationale Petroleum Mij. The Hague, on the first hundred years of Royal Dutch, and translations of page 185 and the first paragraph of page 187.”
- [1297] *No author, “Hoofdstuk 6 : Nieuwe technieken scheppen ongedachte mogelijkheden – de wereld verandert – de uitdaging blijft” in Koninklijke Olie: de eerste honderd jaar 1890-1990 (The Hague, The Netherlands: Shell Internationale Petroleum Mij, n.d.). pp. 185-187. Photocopy.* Box No. 6:1, Folder No. 2.
A document in Dutch discussing the history of Royal Dutch/Shell between 1890 and 1990.
- [1298] *No author, “Chapter 6 : New techniques create unforeseen possibilities – the world is changing – the challenge remains” in Koninklijke Olie: de eerste honderd jaar 1890-1990 (The Hague, The Netherlands: Shell Internationale Petroleum Mij, n.d.) . pp185 +187.* Box No. 6:1, Folder No. 2.
A translation of pp. 185 + 187 from Chapter 6 of Koninklijke Olie: de eerste honderd jaar 1890-1990. This translated extract looks at the history of Royal Dutch/Shell around 1970.
- [1299] *Beck, P. W., Strategic Planning in the Royal Dutch/Shell Group (Group Planning Division, Shell International Petroleum Company Limited, 1977). 22 pp.* Box No. 6:1, Folder No. 2.

A paper by P. W. Beck, “presented on March 1st 1977 to the Conference on Corporate Strategic Planning[,] Held by the Institute of Management Science and The Operations Research Society of America at New Orleans”, which explores strategic planning across the Royal Dutch/Shell Group, divided into the following sections: “Introduction”, “The Group Today”, “An International Enterprise in a National World”, “Today’s Environment”, “Organisation”, “Decision Making in a Large Organisation”, “Scenario Planning”, “Purpose of the Planning Process”, “The Planning Cycle” and “Conclusions”.

- [1300] *Dlamini, Jacob, “A place of mourning”, The Sunday Times (London, UK, December 1, 1996). pp. 5-6. Tear sheet. Box No. 6:1, Folder No. 2.*

An article in The Sunday Times recording testimonies from the truth commission set up in South Africa following the end of apartheid.

- [1301] *Kobokoane, Thabo, “Mzi snatches JCI’s pot of gold from under Cyril’s nose”, The Sunday Times and Business Times (London, UK: , December 1, 1996). pp. 5-6. Tear sheet. Box No. 6:1, Folder No. 2.*

An article which explores the attempt of Mzi Khumato, the “chairman of Capital Alliance Holdings and a former Umkhonto we Sizwe operative”, to purchase the mining company JCI [Johannesburg Consolidated Investment Co. Ltd.].

- [1302] *No author, “Principal Executives of the Service Companies” (n.d. [1975?]), no author, “Internal Information Circular : Group Planning” (July 20, 1967), Casement, Richard, “Inside the Shell nerve centre”, Industrial News (May 13, 1968) and Hafele, Wolf, “6.2 : Resilience of Energy Systems” (n.d.). 8 pp. Photocopy. Annotated throughout. Box No. 6:1, Folder No. 2.*

Four items stapled together. The first lists the “Principal Executives of the Service Companies” of Royal Dutch/Shell, including Gerrit Wagner, Frank McFadzean, André Bénard and James Davidson. The second item regards “The re-organization of the former Supply & Planning Co-ordination into two separate units, namely, Central Supplies and Group Planning”, and describes the structure, mandate and responsibilities of Group Planning. Also included with this document is a letter titled “Internal Information Circular”, dated April 27, 1967, regarding the appointment of James Davidson as Head of Group Planning Division, and a brief description of various appointments at Shell. The third item is an article in Industrial News which looks at the work of Shell’s Group Planning department. The fourth item discusses the “resilience” of various energy systems.

- [1303] *Holling, C. S., “Resilience and Stability of Ecological Systems”, Annual Review of Ecology and Systematics, Vol. 4 (1973). 23 pp. Reprint. Box No. 6:1, Folder No. 2.*

A “Research Report” for the IIASA [International Institute for Applied Systems Analysis] which aims “to explore both ecological theory and the behavior of natural systems to see if different perspectives of their behavior can yield different insights useful for both theory and practice.”

- [1304] *Kleiner, Art, handwritten notes (n.d.). 4 pp.* Box No. 6:1, Folder No. 2.
Art Kleiner's guest card for the Warick Regis Hotel, with handwritten notes referring to Frank McFadzean, André Benard, and scenario planning.
- [1305] *No author, "The Seventh Sister", Forbes, November 15 (1972). pp. 93-95. Fax of a photocopy.* Box No. 6:1, Folder No. 2.
An article in Forbes referring to Royal Dutch/Shell as "the frump in a generally glamorous family" of "Seven Sisters" - "the seven major international oil companies", looking at some of the failings of Shell, before arguing that "the years ahead may be good ones for Royal Dutch/Shell" because of changes to OPEC [the Organization of Petroleum Exporting Countries]. [pg 94?] is too faded to read.
- [1306] *Kleiner, Art, "James C. Davidson telephone interview: Spring 1993" (n.d.). 21 pp.* Box No. 6:1, Folder No. 2.
The annotated transcript of a telephone interview between Art Kleiner and James Davidson regarding the development of Shell's Group Planning Department.
- [1307] *No author, A History of the Royal Dutch/Shell Group of Companies (London, UK: Group Public Affairs, Shell International Petroleum Company Limited). 20 pp.* Box No. 6:1, Folder No. 2.
A booklet which recounts the history of Royal Dutch/Shell, from the 1833 to 1988.
- [1308] *No author [Wack, Pierre?], "1972 Scenarios" and "1973 Scenarios" in Wack, Pierre, The Gentle Art of Re-Perceiving (n.d.). 2 pp.* Box No. 6:1, Folder No. 2.
Two diagrams showing various scenarios for the years 1972 and 1973 at Shell.
- [1309] *Wack, Pierre, "Scenarios: the gentle art of re-perceiving" 'Strategic Planning in Shell' Series, No. 1, (Group Planning, Shell International Petroleum Company Limited, February, 1986). 33 pp. Photocopy.* Box No. 6:2, Folder No. 1.
A report by Pierre Wack, reprinted as part of the "Strategic Planning in Shell' Series ... of papers on strategic planning already published and/or presented to external audiences by Shell managers or planners", subtitled "One Thing or Two Learned While Developing Planning Scenarios for Royal Dutch/Shell", which identifies "decision scenarios", "scenarios which are of real help for decisionmakers" as opposed to "scenarios which tell a story", and determines the difference between these two types of scenarios in a way that "is illustrated by describing the evolution of the planning process in Shell, where there is now a considerable body of experience in dealing with scenarios."
- [1310] *No author, "The Sohio Deal" (March 16, 1979). 1 pg. Photocopy.* Box No. 6:2, Folder No. 1.
An article from an unknown newspaper which explores why "Standard Oil Co. of Ohio [Sohio] has canceled its plan to construct a tanker terminal and pipeline to move its Alaskan oil from Long Beach to Texas, from where it could be piped to the Midwest", and how, after "the

cancellation ... exploded into a national uproar – framed by Sohio as a showdown between environmental and energy needs and between the national interest and California’s selfishness – Sen. Henry Jackson ... called for a federal investigation and Rep. John Dingell ... plan[ed] to hold hearings in the House Commerce Committee.”

- [1311] *No author, “Senate committee votes to abolish Energy Commission”, San Jose Mercury News (San Jose, CA, March 14, 1979) and Baker, George L., “Cranston Defends Brown In Sohio Pipeline Hassle”, The Sacramento Bee (Sacramento, CA, March 14, 1979). 1 pg. Photocopy. Box No. 6:2, Folder No. 1.*

Two articles. The first investigates the approval of a bill by the U.S. Senate “that would abolish the state Energy Commission, under fire for its restrictions on nuclear power.” The second, from an unknown newspaper, records that “Sen. Alan Cranston came to the defense of Gov. Brown [of Ohio] ... in his battle with Sohio [Standard Oil Co. of Ohio], saying it wasn’t fair to blame the governor for cancellation of a \$1 billion oil terminal and pipeline project in Long Beach.”

- [1312] *Payton, Ken, “Elkhorn Park, Boat Facility Scaled Down”, The Sacramento Bee (Sacramento, CA, March 17, 1979) and Mellinkoff, Abe, “Westward, Bah!” (March 16, 1979). 1 pg. Photocopy, two articles to a page. Box No. 6:2, Folder No. 1.*

Two articles. The first explores the approval, by “The state [of California] Reclamation Board ... to a scaled-down Elkhorn Regional Park and boat launching ramp along Highway 16 eight miles above Sacramento on the Sacramento River.” The second looks at the underlying reasons that Standard Oil of Ohio [Sohio] was unsuccessful in its bid to “operate a pipeline from Southern California to Texas.”

- [1313] *No author, “Do we have energy paralysis?”, The San Francisco Examiner (San Francisco, CA, March 15, 1979), no author, “Sohio’s Reproach”, San Francisco Chronicle (San Francisco, CA, March 15, 1979) and Thimmesch, Nick, “It’s For Burning”, San Francisco Chronicle (San Francisco, CA, March 15, 1979). 1 pg. Photocopy. Box No. 6:2, Folder No. 1.*

Three articles. The first looks at the role of the administration of Governor Jerry Brown of California in “the collapse of the Long Beach-Texas oil pipeline project ... conceived [by Standard Oil of Ohio] to provide a relatively inexpensive way of transporting Alaskan oil, in excess to the needs of the West Coast, to Middle Western and Eastern markets.” The second item explores much the same thing. The third item argues that the United States should examine the use of “waste wood” as an energy source, to alleviate a reliance on oil.

- [1314] *No author, “The Lessons of Sohio”, Los Angeles Times (Los Angeles, CA, March 23, 1979), Leepson, Marc, “Watchdog of waste” (March 16, 1979) and no author, “Keene Objects to Forestry Budget Cutback” (March 23, 1979). 1 pg. Photocopy. Box No. 6:2, Folder No. 1.*

Three articles. The first examines the lessons to be learned from the failed bid of Sohio [Standard Oil Co. of Ohio] to transfer “Alaska oil from tankers at Long Beach to a pipeline to Texas and the company’s

Midwestern refineries.” The second article looks at the reasons that “At least 35 million metric tons of toxic hazardous wastes are generated each year by U.S. industry ... [with] as much as 90 percent of those wastes [being] disposed of improperly, posing potential danger to health and the environment.” The third article looks at the potential consequences of “The Brown Administration’s [of California] proposed \$4.4 million cut in the Department of Forestry fire prevention and firefighting budget”, as charged by “State Senate [sic] Barry [sic] Keene”.

- [1315] *Potts, Mark, “Profit is motive in Sohio’s tactics” (March 24, 1979), no author, “Carter, Brown Pledge To clear Path For Sohio” (March 21, 1979) and James, Lewis, “Brown may get a chance to sting Carter and Sohio”, The Daily Telegraph (London, UK, March 24, 1979). 1 pg. Photocopy. Two copies. Box No. 6:2, Folder No. 1.*
 Three articles. The first looks at the motive behind “The on-again, off-again plan by Standard Oil Co. of Ohio [Sohio] to build a California-to-Texas pipeline”. The second article looks at the plan of the California State administration, led by Governor Brown, “to sweep away within six months all remaining obstacles to a proposed \$1 billion tanker terminal and pipeline to move Alaska oil from California to Texas.” The third article argues that “Protests by environmental groups and government regulatory delays, the reasons given by Standard Oil of Ohio for its surprise decision to abandon plans for a 1,000-mile pipeline to move Alaskan oil from California to the United States East Coast, may be a smokescreen.”
- [1316] *No author, “High Price For A Pipeline” (March 23, 1979), Schmidt, Bob, “Brown to testify at Sohio tanker terminal hearing” (March 23, 1979) and no author, “Pipeline Flap : Brown Calls Sohio Names”, San Francisco Chronicle (San Francisco, CA, March 16, 1979). 1 pg. Photocopy. Box No. 6:2, Folder No. 1.*
 Three articles. The first argues that “Despite the merits of the case, Sohio’s [Standard Oil Co. of Ohio] cancellation of its plans to construct a tanker terminal and oil pipeline has turned into bad political news for both the Brown [Governor of California] and Carter administrations”, and the subsequent attempt of Brown and Carter “to get the pipeline project moving again”. The second article discusses the upcoming Senate committee hearing that Governor Brown will testify before, “investigating Sohio’s decision to abandon its oil tanker terminal project”. The third describes the rhetoric used by both Sohio and Governor Brown around the cancelled project.
- [1317] *No author, “Permit Delay Threatens Oil Pipeline To Texas”, The Sacramento Bee (Sacramento, CA, March 13, 1979), Rood, W. B., “Brown Aides See Sohio-Carter Plot Against Governor”, Los Angeles Times (Los Angeles, CA, March 24, 1979), Rood, W. B., “Legislators Send Hostile Signals to Coastal Panel”, Los Angeles Times (Los Angeles, CA, March 18, 1979) and no author, “New Salmon Fishing Rules Curb Hoopas”, The Sacramento Bee (Sacramento, CA, March 21, 1979). 2 pp. Photocopy. Box No. 6:2, Folder No. 1.*

Four articles. The first explores the reasons that “Standard Oil of Ohio [Sohio] is close to abandoning its plans to transport Alaskan oil through a California-to-Texas pipeline”. The second article explores the accusations by aides in the administration of Governor Brown [of California] that “Sohio, in concert with aides to President Carter, [are] setting Brown up as a political scapegoat in an effort to justify scrapping a project the company felt was no longer economically attractive.” The third article describes how “Environmentalists and members of the [California] state Coastal Commission staff” failed to prevent “legislative committees [from giving] approval to two bills that would remove more than 30 squares [sic] miles of the Santa Monica Mountains from Coastal Commission jurisdiction.” The fourth article reports that “The U.S. Department of Interior published new salmon fishing regulations ... that will ... prohibit commercial salmon fishing by Hoopa Valley Reservation Indians on the Klamath and Trinity Rivers of Northern California”, and examines these new regulations.

- [1318] *Nordheimer, Jon, “Florida Ecology Land Fraud Probed”, The Sacramento Bee (Sacramento, CA, February 17, 1979) and no author, “State Supreme Court Sends Sohio Pipeline Challenge Case Back to LA”, Los Angeles Times (Los Angeles, CA, March 23, 1979). 1 pg. Photocopy. Box No. 6:2, Folder No. 1.*

Two articles. The first discusses allegations being investigated by the U. S. Justice Department that “the state [of Florida] has been buying swamps and other wetlands in deals that included overinflated prices, bribery and kickbacks – all in the name of protecting the environment.” The second item investigates the consequences of “The California Supreme Court ... direct[ing] a Los Angeles court to hear a challenge by environmentalists against the pipeline proposed by Standard Oil Co. of Ohio [Sohio] to carry Alaskan crude oil from California to Texas.”

- [1319] *No author, “Balance of Power” (n.d.), Baker, George L., “Support for Brown : Cranston Doubts Sohio Bill Will Pass Senate”, The Sacramento Bee (Sacramento, CA, March 5, 1979) and no author, “A thorough check for Rancho Seco”, San Jose Mercury News (San Jose, CA, March 5, 1979). 1 pg. Photocopy. Box No. 6:2, Folder No. 1.*

Three articles. The first, which appears to be the concluding part of an article, is about alternate energy sources, such as solar power. The second article discusses the opposition of Governor Brown of California to a potential State Senate “vote to override ... California clean air standards established for construction of the Sohio [Standard Oil Co. of Ohio] pipeline [designed]to carry Alaskan crude oil from California to Texas[.]” The third article discusses the actions of “The federal Nuclear Regulatory Commission ... [in] shut[ting] down California’s Rancho Seco nuclear plant and three other reactors built by Babcock and Wilcox.”

- [1320] *No author, “Atoms Unsafe At Any Speed”, San Francisco Chronicle (San Francisco, CA, February 23, 1979) and no author, “Governor terms Sohio ‘outlaw’”, San Jose Mercury News (San Jose, CA, March 16, 1979). 1 pg. Box No. 6:2, Folder No. 1.*

Two articles. The first explores “The frequency of accidents involving nuclear shipments” in the U. S. The second article explores the assertion by Governor Brown of California that “Standard Oil of Ohio [Sohio] . . . canceled [sic] a \$1 billion Alaska oil terminal because it didn’t want to obey pollution laws.”

- [1321] *Davidson, James C., letter to Kleiner, Art (September 24, 1995). 3 pp. Box No. 6:2, Folder No. 1.*

A letter from James Davidson to Art Kleiner offering corrections “to inaccuracies of historical events” in a draft of a section of Kleiner’s *The Age of Heretics* relating to the development of scenario planning at Shell.

- [1322] *Davidson, James C., letter to Kleiner, Art (September 24, 1995). 3 pp. Fax. Box No. 6:2, Folder No. 1.*

A letter from James Davidson to Art Kleiner offering corrections “to inaccuracies of historical events” in a draft of a section of Kleiner’s *The Age of Heretics* relating to the development of scenario planning at Shell.

- [1323] *Mackrell, K. A. V., The organisation of international business – the Shell approach (Group Public Affairs, Shell International Petroleum Company Ltd, 1990). 15 pp. Photocopy. Box No. 6:2, Folder No. 1.*

The text of “An address on the occasion of the 90th anniversary of Shell in Japan, Keidanren Hall, Tokyo, 5 September 1990” by Keith Mackrell, “Regional co-ordinator, East and Australasia Region, Shell International Petroleum Company Limited”, in which Mackrell explores how Royal Dutch/Shell organises its international business relationships, with a particular focus on Japan, including a discussion of Shell’s use of scenario planning.

- [1324] *No author, “Biography : Mr. Edward V. Newland” (April, 1983). 1 pg. Box No. 6:2, Folder No. 1.*

A short biography of Ted Newland, with reference to his work with Royal Dutch/Shell’s Group Planning Department.

- [1325] *No author, “Biography : Mr. Edward V. Newland” (June, 1984). 1 pg. Box No. 6:2, Folder No. 1.*

A short biography of Ted Newland, with reference to his work with Royal Dutch/Shell’s Group Planning Department.

- [1326] *Kleiner, Art, “Doubleday Book Proposal : Draft 1” (July 30, 1991). pp. 21-25. Photocopy. Box No. 6:2, Folder No. 1.*

A draft of a proposal for “Chapter Nine - Will the Change Take Place?”, including an “About the Authors” section, in the proposed book *The State of the World at the Beginning of the 21st Century*, which seems to be a later title for *The New Versailles*, by Ted Newland and Edouard Parker. This chapter will explore the way in which “The economy of the Third World is just as damaged today as the European countries were after World War II”, taking a look at India, which the authors argue “is becoming Colombianized”, and Namibia, described as “a poor country which right now holds its destiny entirely in its hands”, and arguing

- the case for scenario planning which could put the economies of these countries on “the High Road”, promoting “high growth activities”.
- [1327] *No author, “The planet revolves around Ecuador” in Newland, Ted and Parker, Edouard, The State of the World at the Beginning of the 21st Century, (n.d.). pp. 7-13. Photocopy. Box No. 6:2, Folder No. 1.*
Part of a chapter of an unknown book, possibly *The State of the World at the Beginning of the 21st Century* by Ted Newland and Edouard Parker, which “attempt[s] to understand the problem of educated people in” Ecuador, and the reason that, despite appearances to the contrary, this means that “in Ecuador a veritable time bomb has been lit”.
- [1328] *No author, “Chart 81 : Colombianisation” in Newland, Ted and Parker, Edouard, The State of the World at the Beginning of the 21st Century (n.d.). p. 81. Photocopy. Box No. 6:2, Folder No. 1.*
Two copies of a chart highlighting “Seven Sources of Chaos”, or “Colombianisation”, including “Drug Barons (in chaos)”, “The Mafias”, “Drug Addicts” and “Right Wing Death Squads”.
- [1329] *No author, no title in Newland, Ted and Parker, Edouard, The State of the World at the Beginning of the 21st Century (n.d.). p. 10. Photocopy. Box No. 6:2, Folder No. 1.*
Page 10 of an unknown publication which argues that “Present day Sudan is truly comparable to a vast death camp for 2/3rds of its 23 million inhabitants”, using this country as “a specific case in order to analyse the mechanisms of the production of poor[people]”.
- [1330] *No author, XA-EP (Etudes Prospectives) : Access to XA-EP Bank of Country Future Scenarios (XA-EP, January 2, 1985). 7 pp. Original publication. Box No. 6:2, Folder No. 1.*
A document which outlines the role of XA-EP, “a French consulting group” which specialise in “Country Future Scenarios”, and a description of these scenarios, divided into the following sections: “Who is XA-EP. What we do.”, “Content of XA-EP Country Future Scenarios Studies and Methodology.”, “Benefits to Client Companies of XA-EP Studies.”, “Cost of a Country Future Scenarios Study, and Justification.” and “Action”.
- [1331] *Georgoff, David M. and Murdic, Robert G., “Manager’s guide to forecasting”, Harvard Business Review (January-February, 1986). pp. 110-114. Photocopy. Box No. 6:2, Folder No. 1.*
An article which explores “How to choose the best technique – or combination of techniques – to help solve your particular forecasting dilemma”, arguing that “Looking at forecasting at a time when they may need good forecasts more than ever, many managers are downplaying their importance”, including part of “a chart that profiles the 20 most common forecasting techniques and rates their attributes against 16 important evaluative dimensions”, and “Brief descriptions of methods” of forecasting, including “Judgment methods”, “Counting methods”, “Time series methods” and “Association or causal methods”.
- [1332] *Mack, Toni, “Time money and patience”, Forbes, (August 21, 1989). pp. 59-62. Tear sheets. Box No. 6:2, Folder No. 1.*

- An article which explores the business strategies of Royal Dutch/Shell, particularly relating to Shell's concentration "on the very long term".
- [1333] *No author, "The Royal Dutch/Shell Group of Companies" (n.d.). p. 2-3. Photocopy. Annotated on reverse. Box No. 6:2, Folder No. 1.*
Information concerning the structure and practice of "The Royal Dutch/Shell Group of Companies", including a brief biography of L C van Wachem, "President of Royal Dutch since 1982 and Chairman of the Committee of Group Managing Directors since July 1985." Handwritten notes on the verso of p. 2 refer to Tom Peters and Peter Senge.
- [1334] *No author, Financial and Operational Information 1981-1985 (Royal Dutch Petroleum Company, n.d. [1985?]). 33 pp. Original publication. Box No. 6:2, Folder No. 1.*
A booklet which "supplements the 1985 Annual Reports of Royal Dutch Petroleum Company and of The "Shell" Transport and Trading Company, p.l.c. which contain financial statements and information on the Royal Dutch/Shell Group of Companies, including details of the accounting policies employed." The booklet is divided into two main sections, "Royal Dutch Petroleum Company and The "Shell" Transport and Trading Company, p.l.c.", which consists of "Financial Summary – Royal Dutch Petroleum Company" and "Financial Summary – The "Shell" Transport and Trading Company, p.l.c.", and "Royal Dutch/Shell Group of Companies", which is divided into a further two sections, "Financial statements", which consists of "Income", "Division of Group net income between the Parent Companies", "Assets and liabilities", "Source and use of funds", "Earnings by industry segment: total Group", "Shell Oil: published net income", "Capital expenditure and exploration expense", "Quarterly information", "Earnings from oil and gas exploration and production activities", and "Taxation charge", and "Operational data/location of activities", which consists of "Oil and gas: exploration and production operations", "Maps of North Sea, USA, South China Sea, Brunei and Malaysia, Abu Dhabi and Oman, Nigeria and Cameroon, Syria, Australia, Colombia", "Oil and gas: exploration and production", "Oil and gas reserves", "Oil supply and distribution", "Crude oil supply", "Natural gas", "Tanker and dry cargo fleets", "Personnel", "Oil manufacturing", "Oil sales", "Research", "Chemicals", "Coal", "Metals", and "Exchange rates".
- [1335] *Shell International Petroleum Company, letter to Kleiner, Art (January 30, 1986). 1 pg. Telex. Annotated throughout. Box No. 6:2, Folder No. 1.*
A telex from "Shell International Petroleum Company" to Art Kleiner, regarding an agenda for Shell's meetings with Kleiner, in relation to a consultancy role which Kleiner was due to take up with Shell. Handwritten notes, presumably by Kleiner, refer to the structure of Shell.
- [1336] *No author, "The future : Tricky", The Economist (London, UK, September 28, 1991). pp. 101-102. Tear sheet. Box No. 6:2, Folder No. 1.*

A review of *The Art of the Long View* by Peter Schwartz, relating to Schwartz's time as a "senior planner" at Royal Dutch/Shell, developing scenarios for that company.

- [1337] *Parker, Edouard, letter to Kleiner, Art (July 25, 1991). 1 pg. Photocopy.* Box No. 6:2, Folder No. 1.

A letter from Edouard Parker to Art Kleiner, explaining that "Ted Newland asked [Parker] to send [Kleiner] a Curriculum Vitae" and expressing interest in Kleiner's future work.

- [1338] *Parker, Edouard, "Edouard Parker" (July 25, 1991). 1 pg.* Box No. 6:2, Folder No. 1.

A Curriculum Vitae for Edouard Parker, offering biographical and career information.

- [1339] *No author, "Environmental conservation" (Group Trade Relations, Shell International Petroleum Company Limited, September, 1969). 11 pp.* Box No. 6:2, Folder No. 1.

An issue of Shell Briefing Service from September, 1969, which "is intended to provide operating companies with a convenient outline of the complexity of the problems encountered and of the steps taken by Group companies to deal with them", in relation to the public recognition of environmental conservation, which may make "the oil and chemical industries ... particularly liable to indiscriminate attack", and arguing that "the industries' initiatives over a considerable period of years should be widely known so as to avoid any impression that action occurs only as a response to public opinion pressures." This document is divided into the following sections, "Introduction", "Industry and the Community", "Industry Efforts", "Shell Efforts", and "A Continuing Job".

- [1340] *No author, Quality, No. 1, (London, UK, December, 1969). pp. 1-4. Photocopy.* Box No. 6:2, Folder No. 1.

At least part of the first issue of *Quality : The Bulletin of the Shell Committee for Environmental Conservation*. Articles include, amongst others, "Introduction: why 'Quality'?", which explains that "The primary purpose of *Quality* is to provide a comprehensive and up-to-date reference to the various aspects of the problem" of environmental conservation "and the extent to which this may affect the operations of Group companies", "Policy on environmental conservation", which "sets out policies to guide individual Shell companies in tackling pollution problems" and "Mr Barran gives keynote address", which describes a talk given by D. H. Barran "in which he highlighted the points about environmental conservation that seemed to him most significant for Shell companies."

- [1341] *Pride, Alan, "Progress in environmental conservation : A Founder Member of the Shell Conservation Committee looks back", Quality, No. 23, (London, UK, August, 1975). pp. 4-5. Photocopy.* Box No. 6:2, Folder No. 1.

An article in which "Alan Pride, the first Secretary of the Shell Committee for Environmental Conservation and the first Editor of *Quality*

- ... looks back over the past five years” at the development of the Shell Committee for Environmental Conservation during his time there.
- [1342] *Wade, D. E. M., letter to Kleiner, Art (October 2, 1989). 1 pg.* Box No. 6:2, Folder No. 1.
A letter from D. E. M. Wade of Shell International Petroleum Company Limited, to Art Kleiner, regarding two “videos for [Kleiner] to select a still frame for the briefer on [his] forthcoming article on ”Consequential Heresies””””.
- [1343] *Davidson, James C., letter to Kleiner, Art (June 18, 1994). 7 pp., and de Ruiter, H., letter to Davidson, James (June 22, 1993). 2 pp.* Box No. 6:2, Folder No. 1.
Two letters. The first, from James Davidson to Art Kleiner, refers to a draft of a section of Kleiner’s book, *The Age of Heretics*, which deals with scenario planning at Shell, with numbered corrections offered by Davidson. The second, from Henny de Ruiter to James Davidson, refers to the running of CMD [Committee of Managing Directors] of Royal Dutch/Shell.
- [1344] *Wack, Pierre, “Scenarios: the gentle art of re-perceiving”, ’Strategic Planning in Shell’ Series, No. 1 (Group Planning, Shell International Petroleum Company Limited, February, 1986). 33 pp. Photocopy. Annotated throughout.* Box No. 6:2, Folder No. 1.
A paper by Pierre Wack, reprinted as part of the “Strategic Planning in Shell’ Series ... of papers on strategic planning already published and/or presented to external audiences by Shell managers or planners”, subtitled “One Thing or Two Learned While Developing Planning Scenarios for Royal Dutch/Shell”, which identifies “decision scenarios”, “scenarios which are of real help for decisionmakers” as opposed to “scenarios which tell a story”, and determines the difference between these two types of scenarios in a way that “is illustrated by describing the evolution of the planning process in Shell, where there is now a considerable body of experience in dealing with scenarios.”
- [1345] *No author, “Appendix A : Rates of Growth and Energy/G.N.P. Coefficients” (n.d.). 1 pg.* Box No. 6:2, Folder No. 1.
An appendix from an unknown document featuring a chart which shows “G.N.P. (“Oil Demand (of WOCANA”, against “Awareness of Impending Energy Gap” and “Energy Availability”, between the years 1970-1985.
- [1346] *No author, “Appendix B : Demand for Energy and Oil” (n.d.). 1 pg.* Box No. 6:2, Folder No. 1.
An appendix from an unknown document featuring a chart which shows “Energy Demand”, “Solid Fuels”, “Natural Gas”, “Hydro-Electricity”, “Nuclear Electricity”, “Petroleum Fuels”, “Refined Oil Products” and “Oil Demand” of North America, Western Europe, Japan and “Rest of WOCANA”, against “Awareness of Impending Energy Gap” and “Energy Availability”, between the years 1970-1985.
- [1347] *No author, “Appendix C : Oil Supply/Demand” (n.d.). 1 pg.* Box No. 6:2, Folder No. 1.

An appendix from an unknown document featuring a chart which shows “Oil Demand (Crude Equivalent)”, “Oil Supply (Incl. Deep Sea/Syncrudes)” and “Oil Imports (net)” for multiple regions, against “Awareness of Impending Energy Gap” and “Energy Availability”, between the years 1970-1985.

- [1348] *Fabric, Elliot, note to Kleiner, Art (March 7, 1989) and Kleiner, Art, handwritten notes (n.d.). 4 pp.* Box No. 6:2, Folder No. 1.

A brief note from Elliot Fabric to Art Kleiner regarding “naming things”, and “Notes from conversation about ”Heretics“ article w/ Napier [Collins]” by Art Kleiner, relating to “heretics” at Shell, including Pierre Wack.

- [1349] *Wack, Pierre, “Scenarios: uncharted waters ahead”, Harvard Business Review (September-October, 1985). pp. 73-89. Photocopy.* Box No. 6:2, Folder No. 1.

The first part of “Scenarios: The Gentle Art of Re-Perceiving” by Art Kleiner, a paper which identifies “decision scenarios”, “scenarios which are of real help for decisionmakers” as opposed to “scenarios which tell a story”, and determines the difference between these two types of scenarios in a way that “is illustrated by describing the evolution of the planning process in Shell, where there is now a considerable body of experience in dealing with scenarios.”

- [1350] *Wack, Pierre, “Scenarios: shooting the rapids”, Harvard Business Review (November-December, 1985). pp. 139-145 + 148-150. Photocopy.* Box No. 6:2, Folder No. 2.

The second part of “Scenarios: The Gentle Art of Re-Perceiving” by Art Kleiner, a paper which identifies “decision scenarios”, “scenarios which are of real help for decisionmakers” as opposed to “scenarios which tell a story”, and determines the difference between these two types of scenarios in a way that “is illustrated by describing the evolution of the planning process in Shell, where there is now a considerable body of experience in dealing with scenarios.”

- [1351] *Welbank, Margaret, The Tale of Windfall Abbey (Middlesex, UK: BP Exploration Operation Company Limited, 1992). 14 pp. Chiefly illustrated. Original publication.* Box No. 6:2, Folder No. 2.

A comic which illustrates organisational learning, in particular the use of “looping” [representing various issues with loop diagrams] in organization development, with the fictional story of Father Ignatius, using these techniques to keep up with demand for production of “a fine liqueur” made by monks at “Windfall Abbey”.

- [1352] *Argyris, Chris, “Teaching Smart People How to Learn”, Harvard Business Review (May-June, 1991). pp. 99-109. Reprint.* Box No. 6:2, Folder No. 2.

An article by Chris Argyris which argues that “Any company that aspires to succeed in the tougher business environment of the 1990s must first resolve a basic dilemma: success in the marketplace increasingly depends on learning, yet most people don’t know how to learn ... [and] those members of the organization that many assume to be the best at learning are, in fact, not very good at it ... [specifically]

the well-educated, high-powered, high-commitment professionals who occupy key leadership positions in the modern corporation". The article is divided into the following sections: "How Professionals Avoid Learning", "Defensive Reasoning and the Doom Loop", and "Learning How to Reason Productively".

- [1353] *Weston, Diane McGinty, Organizational Learning in Practice (SRI International, March, 1994). 29 pp. Photocopy. Box No. 6:2, Folder No. 2.*

A report which "introduces the concepts and issues in organizational learning [OL]... addressing the concerns of senior executives considering organizational learning as a strategy for competitive advantage" by exploring "the framework for OL, which includes the principles that guide OL decisions and actions, the context that gives meaning to those actions, the practices for integrating OL with everyday work, and the structural design and cultural infrastructure to support the principles and practices ... [and] also describes the several basic principles that underlie every practice in OL; the specific practices, techniques, and tools for integrating learning in the workplace; and the infrastructure that supports the principles and practices ... [and] gives numerous examples of how companies are applying OL principles and tools."

- [1354] *No author, "5. Group Leader Guidelines : Day 1, Tuesday, February 18, 1997 - Continued" (February, 1997). 1 pg. Annotated throughout. Box No. 6:2, Folder No. 2.*

Part of a timetable for Day 1 of a Shell Learning Conference, including information about a session, "Perspectives on Transformation", with George Roth and Art Kleiner.

- [1355] *No author [Block, Peter?], "The School for Managing : Building Capacity To Serve A Marketplace : A New School of Thought" (Cincinnati, OH: The Association for Quality and Participation & Designed Learning, n.d.). 8 pp. Box No. 6:2, Folder No. 2.*

A document containing information about "The School for Managing", which "helps government, business, education and community agencies better adapt to the powerful changes in their environment ... offer[ing] an opportunity [for organisations] to fundamentally rethink how to organize human effort to meet ... the new requirements of service quality, cycle time, cost control and customer or citizen satisfaction". The document is divided into the following sections: "Creating Sustainable Organizations and Communities", "The Results of the School", "The Purpose of the School", "The Promise of the School", "The Principles of the School", "The Curriculum", "The Structure of the School", "The Faculty", "Participating Organizations", "The Association for Quality and Participation" and "Join Us Now".

- [1356] *Olson, Walter, "Framing Texaco : How lawyers and the New York Times concocted a scam", American Spectator (February, 1997). pp. 49-52. Tear sheets. Box No. 6:2, Folder No. 2.*

An article which argues that The New York Times improperly investigated a scandal around accusations of racial discrimination in Texaco, arguing that "the real scandal of the Texaco story is how little actual investigation the Times did and how avidly it appears to have accepted

- a prepackaged account concocted by shrewd plaintiffs' lawyers ... [who] are now apparently on their way to cashing in fees that may amount to tens of millions of dollars from Texaco's \$176 million settlement."
- [1357] *de Botton, Gilbert, "Dollar Sign", The New Republic (February 17, 1997). pp. 11-12. Tear sheet. Box No. 6:2, Folder No. 2.*
An article in The New Republic which explores the reasons why "For almost two years, the [US] dollar has been traveling ... upward", arguing that "the dollar is strong, and will likely stay strong, because America's economy is fundamentally sound."
- [1358] *No author, "Chapters of Reconstruction" (n.d.). 2 pp., and Kleiner, Art, letter "To whom it may concern" (November 2, 1996). 1 pg. Box No. 6:2, Folder No. 2.*
Two documents stapled together. The first appears to consist of notes for the outline of a book, possibly for a proposal, with reference to organisational learning, NTL [National Training Laboratories], scenario planning, South Africa, Ford and Shell. The second is a reference from Art Kleiner for Ben Florer, who "is seeking a volunteer position at a library".
- [1359] *Menand, Louis, "The Return of Pragmatism", American Heritage (October, 1997). pp. 47-64. Tear sheets. Annotated throughout. Box No. 6:2, Folder No. 2.*
An article which argues that "since 1980 [pragmatism] has made an astonishing comeback. Legal writers, literary critics, historians, political theorists, and educators – not to mention philosophers – are starting to call themselves pragmatists. And by that term they mean to invoke the philosophical tradition of a century ago", and asks "Why is it back? What was it? Where did it come from?"
- [1360] *Jones, Brenda B. and Joseph, Lennox E., letter to "ODN Member" (Organization Development Network, n.d.). 1 pg. Photocopy. Box No. 6:2, Folder No. 2.*
A letter from Brenda Jones, Chair of the Board of Trustees of the Organization Development Network [ODN], and Lennox Joseph, President and CEO of NTL [National Training Laboratories], which serves as an invitation "to join in the learning and celebration events taking place [for the 50th anniversary of NTL] ... in Bethel, Maine, NTL's birthplace and still spiritual home".
- [1361] *No author, "NTL Institute for Applied Behavioral Science : 1947-1997 : 50th Anniversary Learning and Celebratory Events in Bethel, Maine : July 7-12, 1997" (1997). 4 pp. Box No. 6:2, Folder No. 2.*
Information regarding the celebrations for the 50th anniversary of NTL [National Training Laboratories], including "Lewin's Legacy/Lewin's Potential: Next Steps for Group Process, Consultation and Social Justice", a conference "to consider Kurt Lewin's contributions and to examine the promising future applications of his work", and "The Great Gathering of All", "an assembly of past and current members, participants, graduate students, alumni and friends in Bethel, Maine ... whose lives have been impacted by NTL Institute and who have, in turn, posi-

tively affected the lives of others because of their experiences”, including a registration form.

- [1362] *No author, “NTL Institute 50th Anniversary Remembrance Book : Commemorative Advertisements” (1997). 2 pp. Box No. 6:2, Folder No. 2.*

An order form for purchasing advertising space in the “NTL [National Training Laboratories] Institute 50th Anniversary Remembrance Book”.

- [1363] *Sibbet, David, Harvard Business Review : 75 Years of Management Ideas & Practice : 1922-1997, (September-October, 1997). 18 pp. Original publication. Box No. 6:2, Folder No. 2.*

A supplement to Harvard Business Review which looks at advances made in management between 1922 [when “executives were busy establishing the policies and procedures of the command-and-control organization”] and 1997 [when “their counterparts strive to make their companies more flexible and more open to employee initiative”], with a timeline which “captures such changes and developments visually, encouraging the viewer to explore the dynamics of management by juxtaposing events, practices, and concepts.” Also included is a list of “Influential Articles in the Harvard Business Review”, divided into “The 100 Best-Selling Articles”, “HBR Classics”, and “McKinsey Award Winners”.

- [1364] *Crosby, Robert P., “Why Successful Practices Become ”Fads“ and Fade Away” (n.d.). 2 pp. Box No. 6:2, Folder No. 2.*

The text of an article which argues that “Organizations have spent billions of dollars attempting to replicate practices with occasional success”, and asks “Why do [these ”fads“] fail and what creates success in disseminating good practices so that results are achieved?”

- [1365] *Crainer, Stuart, letter to Kleiner, Art (April 17, 1997). 1 pg. Box No. 6:2, Folder No. 2.*

A letter from Stuart Crainer to Art Kleiner regarding the publication of Crainer’s “biography of Tom Peters, Corporate Man to Corporate Skunk”.

- [1366] *No author, Fortune, Vol. 136, No. 9 (November 10, 1997). 320 pp. Original publication. Box No. 6:3, Folder No. 1.*

The November 10, 1997 issue of Fortune, including the article “GE [General Electric] Capital: Jack Welch’s Secret Weapon”, by John Curran, on pp. 116-134, which constitutes “the inside story” of how “GE Capital Services powers GE’s earnings, drives GE’s stock, and scares the hell out of GE’s competitors”, arguing that “CEO [of GE] Jack Welch owes a surprising amount of his success” to the “profit dynamo” of GE Capital Services”.

- [1367] *No author, “The Society for Organizational Learning Community in Action Conference : Organizational Culture and Knowledge Management: Can Culture Be The Core Influence In Managing Knowledge More Effectively?” (1997). 12 pp. Original publication. Box No. 6:3, Folder No. 1.*

- A booklet providing information about “the SoL [Society for Organizational Learning] Community in Action Conference, in collaboration with Hewlett Packard Corporation, which will be held at the Hyatt Regency Hotel in Monterey, California, from November 10 through 13” which will explore the relationship between organizational culture and knowledge management. A registration form is also included.
- [1368] *McDonough, William A., “A Boat for Thoreau” (1997). pp. 24-43 Photocopy. Annotated throughout. Box No. 6:3, Folder No. 1.*
A paper which “explore[s] design intentions and the potential legacy of designs . . . [and] posit[s] a new way of doing things that could transform the way we take, the way we make, the way we use, and the way we consume,” with extensive reference to the potential for designing an environmentally sustainable world.
- [1369] *No author, “An Interview with Warren Bennis”, Training (August, 1997). pp. 33-36 + 38. Photocopy. Box No. 6:3, Folder No. 1.*
An interview with Warren Bennis, organisational consultant and author, in which Bennis discusses, amongst other things, “the changing nature of leadership”, the 1990s as “the decade of the group – teams, communities of practice, partnerships”, etc., and the use of technology in communication.
- [1370] *Johnson, H. Thomas, letter to Kleiner, Art (June 11, 1996). 1 pg. Photocopy. Box No. 6:3, Folder No. 1.*
A letter from H. Thomas Johnson to Art Kleiner, referring to “The Rapids”, a chapter in Kleiner’s book, *The Age of Heretics*.
- [1371] *Dumaine, Brian, “Mr. Learning Organization”, Fortune (October 17, 1994). pp. 4 + 147-158, 150, 154-156. Photocopy. Box No. 6:3, Folder No. 1.*
An article which profiles Peter Senge, arguing that “Senge’s goal is merely to change the world by helping people change deeply” and focusing on Senge’s influence in the field of organizational learning.
- [1372] *Flynn, Julia, “The Biology of Business”, Business Week, (1997). 1 pg. Photocopy. Box No. 6:3, Folder No. 1.*
A review of *The Living Company : Habits for Survival in a Turbulent Business Environment* by Arie de Geus, in which de Geus “employs biological metaphors in order to analyze corporate management . . . draw[ing] upon experiences from his nearly 40-year career at Royal Dutch/Shell Group.”
- [1373] *Kleiner, Art, letter to Handy, Charles (February 23, 1996). 2 pp. and Kleiner, Art, “Some notes about logistics” (n.d.). 1 pg. Box No. 6:3, Folder No. 1.*
Two items. The first is a letter from Art Kleiner to Charles Handy, inviting him “to take part in an informal two-day conference on navigating the future of learning organization practice” and with reference to a second Fifth Discipline Fieldbook. The second consists of information, presumably relating to the conference.

- [1374] *Weston, Diane McGinty, Organizational Learning as Strategy (SRI International, Winter, 1994). 34 pp. Photocopy. Box No. 6:3, Folder No. 1.*
A report by Diane McGinty Weston which looks at the use of organizational learning [OL] as a strategy for company managers, CEOs, etc. The report is divided into the following sections and subsections: "LEARNING AS STRATEGY", which consists of "Applications" and "Starting Points", "A FRAMEWORK FOR ORGANIZATIONAL LEARNING" which consists of "The Principles: Guiding Decisions and Actions", "The Context: Creating Meaning and Setting Perspective", "Vision, Values, and Personal Integrity", "Systems Thinking", "Dialogue", "The Practices: Integrating OL into Everyday Work", "Mental Modeling", "Tools for Exploring Mental Models", "Action Learning", "OL and Training", "Leveraging Learning", "The Infrastructure: Supporting the Principles and Practices", "Structures to Support Learning", and "Cultures That Support Learning", and "CONSIDERATIONS FOR ACTIONS" which consists of "Challenges and Concerns", "New Roles and Skills for Leaders", "Keys to Success" and "In Conclusion". A series of "Tables", "Figures" and "Boxes" are also included.
- [1375] *Taylor, Bernard, "Looking at it From Both Sides", Shell World, No. 7 (October/November, 1979). Cover + pp. 10-12. Photocopy. Box No. 6:3, Folder No. 1.*
An article in Shell World in which Lord Armstrong, "who joined the board of Shell Transport in 1974 after his retirement as head of the British Civil Service", discusses his time on the board, and the aftermath of the oil crisis of 1973.
- [1376] *McNeil, Donald G., Jr., "South Africa Begins To Memorialize Its Past", The New York Times (New York, NY, December 15, 1996). 1 pg. Tear sheet. Box No. 6:3, Folder No. 1.*
An article about South Africa after apartheid, particularly focusing on the establishment of new monuments to memorialise the past.
- [1377] *Brent, Stephen R., "South Africa : Tough Road to Prosperity", Foreign Affairs, Vol. 75, No. 2 (March/April, 1996). pp. 113-126. Tear sheets. Box No. 6:3, Folder No. 1.*
An article which argues that economic progress in South Africa hasn't matched its political progress following the end of apartheid, and looks at the reasons for this.
- [1378] *[Kleiner, Art?], handwritten notes (November, 1996). 10 pp. Box No. 6:3, Folder No. 1.*
Handwritten notes taken during an interview with scenario planner Clem Sunter, regarding the political and economic situation in South Africa following the end of apartheid.
- [1379] *No author, ""We have the stamina"" , no author, "Improve your purchasing to increase your profits", no author, "The CAN network is spreading, but let's use it for what it's intended", no author, "Tapping into Danish design and technology", no author, "Bringing technology to the people", no author, "Enterprise is the answer", Nel, Trevor K., "The amazing power of optimism",*

- South African Success (Spring, 1996). pp. 47-60 and no author, "Bringing learning to the people", South African Success (Winter, 1996). pp. 77-82. Tear sheets. Box No. 6:3, Folder No. 1.*
A number of articles from the Spring and Winter, 1996 issue of SA Success mostly relating to new business in South Africa after apartheid, mostly under the rubric "linking".
- [1380] *Ebersohn, Wessel, "Sneak Preview of Clem Sunter's The High Road: Where are We Now?", South African Success (Spring, 1996). Cover + pp. 2-3, 5-6 + 7-10. Tear sheets. Box No. 6:3, Folder No. 1.*
A review of *The High Road: Where Are We Now?*, a book by Clem Sunter, a futurist who developed scenarios for South Africa, which "brings the scenarios for South Africa and the world up to date." The pages are in the wrong order. The relevant article appears on pp. 8-10.
- [1381] *No author, "Is Tripartism a Reality? Is Cooperation Growing? Is Adversarialism Receding? Good News: Yes, Yes & Yes! The Brief Talks to Some Major Actors in NEDLAC Who Report Positively, But Realistically, Manpower Brief's Ear to the Ground, Vol. 2, No. 2 (November, 1996). 3 pp. Box No. 6:3, Folder No. 1.*
A newsletter which looks at the experience of NEDLAC [National Economic Development and Labour Council] in South Africa after apartheid, particularly in terms of business and the economy.
- [1382] *Various authors, "Letters to the editor", and Hartley, Ray, "How labour's love was lost", The Sunday Times (London, UK, December 1, 1996). pp. 23-24. Tear sheet. Box No. 6:3, Folder No. 1.*
Various columns from pp. 23-24, including several "Letters to the editor" relating to the political and social situation in South Africa after apartheid, and "How labour's love was lost", a column about the relationship between COSATU [Congress of South African Trade Unions] and the ANC [African National Congress, the ruling political party in South Africa, under Nelson Mandela at the time of the article].
- [1383] *Paton, Carol, "Let's twist again, says the ANC's old partner" and Hartley, Ray, "Mandela's money's on Dr Ivy", The Sunday Times (London, UK, December 1, 1996). pp. 3-4. Tear sheet. Box No. 6:3, Folder No. 1.*
Two articles. The first, "Let's twist again, says the ANC's old partner", argues that "COSATU's [Congress of South African Trade Unions] general secretary Sam Shilowa believes there would be something in it for both of them should the ANC [African National Congress, the ruling political party in South Africa, under Nelson Mandela at the time of the article] give his organization a greater say over economic policy." The second, "Mandela's money's on Dr Ivy", argues that "President Nelson Mandela is thought to back [Ivy] Matsepe-Casaburri [Former SABC [South African Broadcasting Corporation] board chairman "]" in the race "to replace Patrick Lekota as Free State premier ... because of [Mandela's] stated commitment to promoting women to leadership positions in government."

- [1384] *Robertson, Don, "Democracy fails to wipe out history's inequalities", The Sunday Times : Business Times (London, UK, December 1, 1996). pp. 1-2. Tear sheet. Box No. 6:3, Folder No. 1.*
An article which argues that, two years after the end of apartheid in South Africa, the black population still "remain underdogs", with "racial and gender inequalities still a depressing factor of life in South Africa."
- [1385] *Sole, Sam, "Cosatu challenge a blow to Alliance", Sunday Insight (November 30/December 1, 1996). pp. 25-26. Tear sheet. Box No. 6:3, Folder No. 1.*
An article which describes how "The Congress of South African Trade Unions [COSATU] has thrown down the gauntlet to the ANC [African National Congress, the ruling political party in South Africa, under Nelson Mandela at the time of the article] with a document released this week" which "is a forceful attack on the style and content of the ANC's reign ... [and] a bid to wrest control of the transformation agenda away from the government and place it firmly back in the Alliance [of the ANC, the SA Communist Party and COSATU]".
- [1386] *Mnyanda, Lukanyo, "Regulator may not wait for state to act on defaulters", Ngqiyaza, Bonile, "Gauteng aims to raise tourism's contribution", Mnyanda, Lukanyo, "Vital role for private sector", Business Day reporter, "Anglo takes positive view on SA's future" and no author, "SA has a 'discouraged workforce'" Business Day (November 28, 1996). pp. 3-4. Tear sheet. Box No. 6:3, Folder No. 1.*
Five columns. The first, "Regulator may not wait for state to act on defaulters", looks at plans by "The National Electricity Regulator [in South Africa] [to] tackle licence defaulters if government failed to make a decision on the industry's restructuring by year-end". The second, "Gauteng aims to raise tourism's contribution", describes how "Gauteng [a province of South Africa] aimed to increase the 3% contributed by tourism to the provincial gross geographic product to 10%, in line with international trends". The third, "Vital role for private sector", describes how "Private provision of infrastructure [in South Africa] represented an opportunity to forge strong private and public sector links in developing infrastructure and would help government meet people's basic needs". The fourth, "Anglo takes positive view on SA's future" describes how "Anglo American Corporation is leading an initiative to counter government and public perceptions that business is unduly negative about the country's [South Africa's] prospects." The fifth, "SA has a 'discouraged workforce'", discusses how "S[outh] A[frica] was saddled with about 1.5-million 'discouraged workers' – one of the highest rates in the world".
- [1387] *Kleiner, Art, postcard to Kleiner, Ed (n.d.). Handwritten postcard. Box No. 6:3, Folder No. 1.*
A postcard from Art Kleiner to Ed Kleiner, sent from South Africa, referring to Kleiner's time "in the African "Bush""".
- [1388] *Kleiner, Art, postcard to Roth, George and Kruschwitz, Nina "and*

- all the wonderful people at the Center for Organizational Learning*" (n.d.). Box No. 6:3, Folder No. 1.
A postcard from Art Kleiner to the staff of the Center for Organizational Learning, sent from South Africa, referring to Kleiner's time "in the S. African bush", including an incident where someone Kleiner was interviewing ate Kleiner's tape recorder.
- [1389] *Seven postcards from South Africa*. Box No. 6:3, Folder No. 1.
Seven blank postcards from South Africa, featuring images of African wildlife.
- [1390] *[Kleiner, Art?], handwritten notes (n.d.). 8 pp.* Box No. 6:3, Folder No. 1.
A series of handwritten notes, presumably by Art Kleiner, referring to South African politics, society, and history, with a reference to Shell.
- [1391] *No author, "Welcome to Pilanesberg : Official Map and Park Guide" and no author, "Stories told by the Old Man of Moruleng (South Africa: Jacana Education, 1996). 2 pp. Chiefly illustrated. Original publication.* Box No. 6:3, Folder No. 1.
A large folded map and guide to Pilanesberg Game Reserve, South Africa, including "Stories told by the Old Man of Moruleng" about the various wildlife to be found in the park.
- [1392] *No author, "Points of Discovery" (South Africa: Jacana Education, 1996). 2 pp. Chiefly illustrated. Original publication.* Box No. 6:3, Folder No. 1.
A large folded guide to "Points of Discovery" at Pilanesberg Game Reserve, South Africa, which "will help [a visitor] find unusual and interesting features that [they] may have otherwise overlooked.
- [1393] *No author, AirTouchTM Communications : 1995 Annual Report (San Francisco, CA: AirTouch Communications, Inc., 1995). 64 pp. Original publication.* Box No. 6:3, Folder No. 1.
The 1995 annual report for AirTouch Communications, "a global wireless communications company with interests in cellular, paging, personal communications services (PCS) and the Globalstar satellite system in the United States and 11 other nations: Belgium, Germany, India, Italy, Japan, Poland, Portugal, South Korea, Spain, Sweden and Thailand." The report is divided into the following sections: "AirTouch Highlights", "Chairman's Message", "AirTouch Worldwide Portfolio", "United States Markets", "International Markets", "Directors and Senior Management Group", "Financial Section", and "Stockholder Information".
- [1394] *No author, "Admission Ticket" (San Francisco, CA: AirTouch Communications, Inc., 1996). 2 pp.* Box No. 6:3, Folder No. 1.
An "Admission Ticket" for the AirTouchTM Communications "Annual Meeting of Stockholders", June 13, 1996, Sacramento Public Library, California, and "Proxy/Voting Instruction Card . . . solicited on behalf of the Board of Directors of AirTouch Communications, Inc." for a vote relating to various appointments and business transactions of AirTouch Communications.

- [1395] *No author, "Notice of Annual Meeting" and no author, "Proxy Statement" (San Francisco, CA: AirTouch Communications, Inc., 1996). 16 pp. Box No. 6:3, Folder No. 1.*
A notice for "The 1996 Annual Meeting of Stockholders of AirTouch Communications, Inc." which outlines the purpose of the meeting, including "To elect three directors, constituting Class II of the Company's Board of Directors, to serve a three-year term", "To ratify the appointment of Price Waterhouse LLP as the Company's independent accountants for 1996", and "To transact such other business properly brought before the Meeting, or any adjournment or postponement thereof", and a "proxy statement" with information pertaining to the voting to take place at the annual meeting, with detailed information divided into the following sections: "Voting of Shares", "Proposal 1 : Election of Directors" and "Proposal 2: Ratification of Appointment of Independent Accountants".
- [1396] *[Kleiner, Art?], handwritten notes (n.d.). 24 pp. Box No. 6:3, Folder No. 1.*
A series of handwritten notes, presumably by Art Kleiner, referring to Charlie Eberle and Procter and Gamble.
- [1397] *Hochschild, Adam, "Green is Detained. Yellow is Missing. Red is Confirmed Dead. : An Eyewitness Report From South Africa", Mother Jones (September, 1986). pp. 14-25 + 52-53. Photocopy. Box No. 6:3, Folder No. 1.*
Part of an article reported "before the severe, new restrictions on foreign correspondents were imposed" on South Africa following a "state of emergency imposed in June[, 1986]", which provides a description of "people, places, and situations a journalist would not [now] be able to see", regarding the severe social unrest during the mid 1980s in apartheid South Africa.
- [1398] *No author, "The Case Against Royal Dutch/Shell", no author, "The Oil Trade With South Africa", no author, "The Royal Dutch/Shell Group of Companies : An Overview", and no author, "Top 20 Institutional Shareholders of Royal Dutch Petroleum Co." (n.d., [1985?]). 24 pp. Photocopy. Box No. 6:3, Folder No. 1.*
A series of documents stapled together. The first, "The Case Against Royal Dutch/Shell" (pp. 1-11), argues that "The Royal Dutch/Shell Group of Companies is a major sustainer of the racist system of apartheid in South Africa ... by refining ... oil and providing it to Pretoria's military and police ... [and] by investing large amounts of capital in South Africa ... [which] helps prop up the crisis-ridden South African economy". An appendix, "Shell Tankers to South Africa : Crude Oil Supplied" provides "a list of Shell-owned, managed, or chartered tankers that supplied crude oil to South Africa between 1979 and 1982". The second document, "The Oil Trade with South Africa" (pp. 12-18), looks at the importance of oil as "a strategic and essential commodity [which helps] the South African Government to survive", with a particular focus on the activities of Royal Dutch/Shell. The third document, "The Royal Dutch/Shell Group of Companies : An Overview (pp. 19-23)" briefly describes the structure and activities of Royal Dutch/Shell, and

- includes a list of Royal Dutch/Shell's "U.S. Subsidiaries". The last document (p. 24) contains a list of the "Top 20 Institutional Shareholders of Royal Dutch Petroleum Co. (as of 6/30/85 unless otherwise noted)".
- [1399] *No author, "Top 20 Institutional [sic] Shareholders of Shell Transport and Trading Co." (n.d., [1985?]). 1 pg. Photocopy. Box No. 6:3, Folder No. 1.*
A list of the "Top 20 Institutional [sic] Shareholders of Shell Transport and Trading Co."
- [1400] *No author, "TransAfrica Forum : Fifth Annual Policy Conference : "Rethinking Economic Development in Africa and the Caribbean"" (1986). 1 pg. Photocopy. Box No. 6:3, Folder No. 1.*
An information sheet and registration slip for the "TransAfrica Forum Fifth Annual Policy Conference : "Rethinking Economic Development in Africa and the Caribbean" : Friday, June 6, 1986 ... Howard University, Blackburn Center, Washington D.C.", which will explore "economic development issues in Africa and the Caribbean".
- [1401] *No author, "TransAfrica: The Black World's Bridge to US Foreign Policy Legislators" (Washington, DC: n.d.). 1pg. 2 pp. Box No. 6:3, Folder No. 1.*
A document containing information about TransAfrica, "the black American foreign policy lobby for Africa and the Caribbean ... [which] seeks to influence the US Congress and Executive Branch of Government to fashion progressive and enlightened policies toward the black Third World."
- [1402] *Stone, Martin, "The Next Step Against Apartheid: Boycott Shell" (Washington, DC: Americans for Democratic Action). 1 pg. Photocopy. Box No. 6:3, Folder No. 1.*
A memo from Americans for Democratic Action which encourages activists to boycott "Shell Products until Royal/Dutch Shell withdraws from South Africa", with arguments for ways in which Shell sustains the system of apartheid in South Africa.
- [1403] *No author, Shell South Africa Social Report 1985-86 (Shell South Africa (Pty) Ltd, n.d. [1986?]). 27 pp. Original publication. Saddle stitched. Box No. 6:3, Folder No. 1.*
A report by Shell South Africa (Pty) Ltd, which aims to answer the question "What is Shell doing in South Africa?". The report is divided into several sections: "Chairman's Introduction", in which John R. Wilson, Executive Chairman, states that "Shell South Africa unequivocally condemns apartheid" but argues that the company shouldn't disinvest from the country, "Statement of General Business Principles", which outlines Shell South Africa's business principles in terms of "Objectives", "Responsibilities", "Economic principles", "Voluntary codes of conduct", "Business integrity", "Political activities", "Environment", "Grants and general community projects", and "Information", "Social and Political Issues", which gives "an overview of causes and effects of widespread violence" and argues that the "business community increasingly urges far-reaching political reforms and acts as a political catalyst in accelerating change", "Business Charter of Social, Economic and Po-

litical Rights”, which states that “Shell South Africa fully supports the business charter which has been issued by the South African Federated Chamber of Industries” and presents the charter, “Shell in the Community”, which outlines Shell South Africa’s actions to benefit the community in terms of community projects, education, and social and economic issues, “Employment in South Africa”, which looks at the growth of registered trade union members between 1980-1984 and “the internal industrial relations practices of South African Companies”, “Shell People” which measures the “employment practice” of Shell South Africa, and “Rietspruit” which examines Shell South Africa’s investment and interest in “Rietspruit opencast coal mine”. A handwritten note attached to the front cover reads: “Napier : I promised Art Kleiner a copy of this – could you be so kind as to pass it to him when he visits you? Thanks Mike [Attach?]”.

[1404]

No author, Shell South Africa : Business Report 1987 (Shell South Africa (Pty) Ltd, 1987). 60 pp. Original publication. Box No. 6:3, Folder No. 1.

The 1987 business report for Shell South Africa (Pty) Ltd, divided into the following sections: “Statement of general business principles”, which outlines Shell South Africa’s business principles in terms of “Objectives”, “Responsibilities”, “Economic principles”, “Voluntary codes of conduct”, “Business integrity”, “Political activities”, “Environment”, “Grants and general community projects”, and “Information”, “Chairman’s review”, in which John R. Wilson, Executive Chairman, looks back at the socio-political change across South Africa in 1987, how this has effected business, a general business review of 1987, and a look forward to 1988, “Business charter of social, economic and political rights”, which states that “Shell South Africa subscribes to the principles expressed in the South African Federated Chamber of Industries” and presents the charter, “Shell in the economy”, which looks at Shell’s “financial and operating results for 1987”, “Oil division”, which looks at the different aspects and departments of Shell South Africa’s oil division, “Shell Ultra City”, which looks at “the official opening of two new highway landmarks: Shell Ultra Cities near Estcourt, Natal and near Middelburg, Transvaal ... [which] represent a breakthrough in petrol outlets for Shell, being the first direct access, dual travel centres and service station complexes in South Africa”, “Coal Division”, “Metals Division”, “Chemicals Division”, “Forestry Division”, “Amangwe Village”, which looks at an instance where Shell has used “a unique opportunity to implement its social responsibility programme within the company to the benefit of its own employees”, “Business Ventures”, “Personnel”, “Shell and Safety”, “Shell in the Community”, which outlines Shell South Africa’s actions to benefit the community in terms of community projects, education, and social and economic issues, “Shell and change”, which recalls a “senior staff conference [held by Shell] in which managers were asked to consider some of the urgent issues facing the company in a changing South Africa”, and “Shell Road to Fame Workshops”, which looks at a Shell South Africa community project

which “helps not only those who have entered the competition but anyone wishing to realise their potential in the performing arts.”

- [1405] *Watkins, Desmond, Business and South Africa: reason and responsibility* (London, UK: Shell International Petroleum Company Ltd, 1988). 7 pp. Original publication. Saddle stitched. Box No. 6:3, Folder No. 1.

The text of “An address to the Business International Conference”, delivered at London on October 3, 1988, by Desmond Watkins, “A Director of Shell International Petroleum Company and Regional Coordinator, Western Hemisphere and Africa” which looks at the ethical and pragmatic difficulties in operating a business in apartheid South Africa, and how a business should act in such circumstances.

- [1406] [?], *Teresa, “Young Chiefs Visit Homeland : CEO group takes trip to South Africa”, Chronicle* (August, 1987). pp. 14-15. Photocopy. Box No. 6:3, Folder No. 1.

An article which discusses a forthcoming visit, by “The traveling CEOs, members of the elite Young Presidents’ Organization – an international fifty-five-hundred-member club of executives”, to apartheid South Africa, despite “a UN cultural boycott, ... economic sanctions ... [and] calls for the withdrawal of U.S. corporations” from that country. The right edge of the fourth column is obscured.

- [1407] *Sunter, Clem, The World and South Africa in the 1990s* (Cape Town, South Africa: Human and Rousseau (Pty) Ltd, 1987). 111 pp. Photocopy. Box No. 6:3, Folder No. 1.

A book by Clem Sunter which contains “the text of a talk ... originally prepared for Anglo American Corporation of South Africa and its associate companies”, which uses scenario planning to predict the state of South Africa across the 1990s, aiming to “provide an effective framework within which people can ask themselves the right questions, debate the future with one another and act on their judgement. The first part, “The Global Scenarios“, consists of three chapters: “The ‘Rules of the Game’“, “The Three Main Actors“ and “The Global Scenarios and the World Economy“, and looks at “long-term global scenarios“ for the 1990s. The second part, “The South African Scenarios“, consists of three chapters: “The South African Economy“, “The Background to the Political Scenarios“, and “The South African Political and Economic Scenarios“, and “put[s] South Africa in perspective against the global background and assess[es] what options it has.””.

- [1408] *No author, “Environmental Commission Meeting of September 16, 1992”* (1992). 1 pg. Annotated on reverse. Box No. 6:3, Folder No. 1.

An agenda or breakdown for an “Environmental Commission Meeting of September 16, 1992”, with handwritten notes on recto and verso, presumably by Art Kleiner, referring to Clem Sumter, G. I. Gurdjieff, and Pierre Wack.

- [1409] *Huntley, Brian, Siegfried, Roy, and Sunter, Clem, South African Environments into the 21st Century* (Cape Town, South Africa:

Human and Rousseau, 1989). Front Cover. Kleiner annotations. Box No. 6:3, Folder No. 1.

The front cover of a book which argues that "The present generation of mankind ... is ... the last generation with the capacity to introduce the changes required to avert environmental disaster", and "describes both global and regional trends in environmental health, from the potential holocaust of a 'nuclear winter' to the insidious, invisible thread of the 'greenhouse effect' and the ozone hole", using South Africa as a 'microcosm of the challenges facing the world', and analysing that country's "environmental 'rules of the game' ... [including] the country's immense biotic diversity, its weather cycles, human population dynamics, mass urbanization, water and energy resources, commercial agricultural wealth and homeland poverty, marine resources and consumer spending patterns", using "the different socioeconomic paths and environmental management ethics that South Africa might adopt ...to derive four possible environmental scenarios in the early 21st century." The book is divided into the following sections: "Preface", "Beyond Greenpeace", "Structure of the Book", "Future Environments of Planet Earth", "South Africa in the 1980s: The Decade the Environment Hit Back", "Environmental 'Rules of the Game' for South Africa", "'Key Uncertainties'", "South African Environmental Scenarios", "Conclusions" and "Bibliography".

- [1410] *Wilkinson, Max and Raun, Laura, "It's a family affair", Financial Times (London, UK, February 22, 1988). 2 pp. Photocopy.* Box No. 6:3, Folder No. 1.

An article which discusses the actions of Lodewijk van Wachem as chairman of Royal Dutch/Shell during "one of the most successful periods in its history", with a particular focus on his authority over "Shell's involvement in [apartheid] South Africa", including part of an interview with van Wachem on this topic.

- [1411] *Erlich, Reese, "South Africa's weeklies struggle with gray areas of black and white issues", The San Francisco Bay Guardian (San Francisco, CA, July 5, 1989). pp. 13-14. Tear sheet.* Box No. 6:3, Folder No. 2.

An article which explores the political stances of various South African "white" and "black" weekly newspapers during apartheid. The relevant article is on p. 14.

- [1412] *Brooks, Philip, and Powell, Ivor, "Taming the Lions", Mother Jones (June, 1990). pp. 21-28 + 53-56. Tear sheets.* Box No. 6:3, Folder No. 2.

An article which explores the aftermath of the release of Nelson Mandela from prison in apartheid South Africa, and the socio-political situation in that country at the time. The relevant article is on pp. 22-27 + 54-55.

- [1413] *Anglo American Corporation of South Africa, "What Does South Africa's Biggest Company Have to Say on South Africa's Biggest Issue?", The Economist (London, UK, March 24, 1990). pp. 47-50. Tear sheets.* Box No. 6:3, Folder No. 2.

An advertisement from Anglo American Corporation of South Africa which argues for the end of apartheid in South Africa.

- [1414] *Anglo American Corporation of South Africa, "How Deeply is Anglo American Committed to the Future of South Africa?", The Economist (London, UK, April 14, 1990). 1 pg. pp. 33-34. Tear sheet. Box No. 6:3, Folder No. 2.*
An advertisement from Anglo American Corporation of South Africa which outlines the ways in which the corporation aims to create "not just wealth but opportunity ... [and] help the move towards a fairer, more prosperous, post-apartheid South Africa for us all."
- [1415] *No author, Public Hearings on: Transnational Corporations In South Africa and Namibia : Final Report Summary of Proceedings : South Africa and Apartheid: A Chronology (United Nations Centre on Transnational Corporations, December, 1989). 61 pp. Original publication. Saddle stitched. Box No. 6:3, Folder No. 2.*
A UN report produced by the Centre on Transnational Corporations on two panels which aimed "To focus attention on the role of transnational corporations, and to enlist their support in the effort to end apartheid". The report is broken down into the following sections: "Final Report of the Panel", "Members of the Public Hearings Panel", "Letter of Transmittal", "Introduction", "The Current Situation in South Africa", "The Impact of Sanctions" [itself divided into the following sections: "The experience of sanctions", "Summary of sanctions in place", "The efficacy of sanctions", "Other measures", "Monitoring", and "Impact of sanctions on the black community"], "The Future of South Africa" [itself divided into the following sections: "The inevitability of change", "The futility of government repression", and "The prospect of a "post-apartheid era""], "Recommendations" [itself divided into the following sections: "Sanctions", "Monitoring", and "The post-apartheid era"], "Notes from the Hearings", "The Witnesses", "What the Witnesses Said", and "South Africa and Apartheid: A Chronology".
- [1416] *Wren, Christopher S., "Dismantling the Legal Structure of Intolerance in South Africa : Freer Expression May Unlock Deeper Changes", and no author, "Apartheid: Building it, Undoing It", The New York Times (New York, NY, June 23, 1991). pp. 3-4. Tear sheet. Box No. 6:3, Folder No. 2.*
Two articles about the dismantling of apartheid in South Africa. The first, "Freer Expression May Unlock Deeper Changes", argues that the loosening of censorship of black citizens of South Africa may lead to more significant democratic change. The second, "Apartheid: Building It, Undoing It", offers a chronology of apartheid, from 1899, when "Independent republics set up by Dutch settlers are defeated in the Boer War, 1899-1902, and united with Britain's colonies", to 1991, when South African president F. W. de Klerk "announce[d] that all remaining apartheid laws will be repealed".
- [1417] *Benjamin, Playthell, "Amandla Not Yet", The Village Voice (New York, NY, August 6, 1991). pp. 23-24. Tear sheet. Box No. 6:3, Folder No. 2.*
An article which highlights the arguments by "anti-apartheid scholars and activists ... that neither the political-prisoner nor the racial-classification conditions laid down by [the US] Congress [against apartheid

- South Africa] have been satisfied, and that George [H. W.] Bush's action [to "hastily and without fanfare, [lift] sanctions" against the South African government] borders on criminal fraud."
- [1418] *du Buisson, Louis, "Mangosuthu Buthelezi", Penthouse (n.d.). pp. 49-60. Tear sheets.* Box No. 6:3, Folder No. 2.
An article which largely consists of an interview with Mangosuthu Buthelezi, "leader of . . . the seven million Zulus . . . [and] president of the Inkatha Freedom Party, which has emerged as a major force in the current constitutional negotiations in South Africa", in which Buthelezi discusses the situation in South Africa leading to the end of apartheid, the performance of South African president F. W. de Klerk, Buthelezi's relationship with Nelson Mandela, the reasons behind Buthelezi leaving the A.N.C. [African National Congress] party, the membership of the Inkatha Freedom Party, the influence of Marxism in South Africa, and the role of the United States in South Africa.
- [1419] *Wren, Christopher S., "Odd Couple in South Africa: Mutual Needs", The New York Times International (New York, NY, December 27, 1991). pp. A7-A8. Tear sheet.* Box No. 6:3, Folder No. 2.
An article about the relation between Nelson Mandela and South African President F. W. de Klerk.
- [1420] *No author, online search request for the phrase "Pierre Wack" (September 7, 1991). pg. 4.* Box No. 6:3, Folder No. 2.
A printout of an online search request by [Saul?] Alinsky for "Pierre Wack".
- [1421] *Waldmeir, Patti, "Dark Visions in a Crystal Ball", Financial Times (London, UK, August 19, 1991). pp. 5-8.* Box No. 6:3, Folder No. 2.
The text of an article about a series of scenarios relating to the future of South Africa, worked on by Pierre Wack, amongst others, and exploring the many social, political and economics difficulties faced by South Africa.
- [1422] *Scott, Bruce, "South Africa class" (n.d.). 50 pp. Handwritten. Thermal bound.* Box No. 6:3, Folder No. 2.
A notebook containing handwritten notes on a seminar [held by Pierre Wack?] exploring scenarios relating to South Africa.
- [1423] *No author, "ANC celebrates fight for freedom", The Cincinnati Enquirer (Cincinnati, OH, January 9, 1992). pp. A1-A2. Tear sheet.* Box No. 6:3, Folder No. 2.
A brief column which discusses the celebration of the 80th anniversary of the African National Congress by Nelson Mandela.
- [1424] *No author [Huber, Jack?], "Scenarios as Products, or, Product Management of Scenarios" (Global Business Network, n.d.). 12 pp. Handwritten notes and illustrations on pp. 8-12.* Box No. 6:3, Folder No. 2.

- A document [presumably used at a Global Business Network conference] with notes on how to view and promote scenario planning as a product, divided into the following sections: “The Product”, “The Market ... The Customer’s Problem”, “Evaluating the Market for Scenarios”, “Positioning Priorities for Scenarios”, and “Refining the Product by Market Priority”. Handwritten notes appear to be by Art Kleiner.
- [1425] *No author [Kleiner, Art?], handwritten notes (n.d.). 8 pp.* Box No. 6:3, Folder No. 2.
Handwritten notes, presumably by Art Kleiner, presumably taken at a Global Business Network conference, with reference to André Bénard, looping, Pierre Wack, organizational learning, scenario planning, and the previous document on “Scenarios as Products”.
- [1426] *No author, “Practical Scenario Planning : 22-25 February 1994” (n.d.). 1 pg. Photocopy.* Box No. 6:3, Folder No. 2.
Presumably a cover sheet of another document, which appears to relate to a scenario planning conference [held by Global Business Network?].
- [1427] *Tibbs, Hardin, “A Note on the Relationship Between Scenarios and the Nature of the Future”, Scenarios & Future (April, 1994). 3 pp. Photocopy.* Box No. 6:3, Folder No. 2.
An article which explores the questions, “To what extent do scenarios tell us ”about the future,“ as opposed simply to improving knowledge about the present? And does the answer tell us anything practical about the business of creating scenarios?”.
- [1428] *Tibbs, Hardin, “A Note on the Relationship Between Scenarios and the Nature of the Future”, Scenarios & Future (April, 1994). 3 pp. Photocopy.* Box No. 6:3, Folder No. 2.
An article which explores the questions, “To what extent do scenarios tell us ”about the future,“ as opposed simply to improving knowledge about the present? And does the answer tell us anything practical about the business of creating scenarios?”.
- [1429] *Huber, “Take a Bus!” (n.d.). 6 pp.* Box No. 6:3, Folder No. 2.
A document which extolls the benefits of travelling by bus or on foot.
- [1430] *No author, “Whither GBN II”, (Global Business Network, January 18, 1994). 26 pp.* Box No. 6:3, Folder No. 2.
A document containing notes and transcripts of talks from a Global Business Network [GBN] conference, “Whither GBN 2”, which aimed “to look at where GBN is now and what [the network] need to do to ensure the company’s continued success for all the stakeholders: the owners, the Board, the staff, the WorldView members, and the Network members”, including “a brief review of what GBN has accomplished over the last year”, “Expectations” for GBN, and notes and transcripts of dialogue from various “Working Groups”, with reference to GBN marketing scenario planning as a product. p. 19 appears twice.
- [1431] *No author [Huber, Jack?], “...A Long Time Ago... In a Land Far, Far Away : GBN Meeting : Scenarios to Strategies” (April 6-8, 1994). 13 pp.* Box No. 6:3, Folder No. 2.

- A document with notes on a meeting at a Global Business Network [GBN] conference on developing strategies from scenario planning, with reference to Shell.
- [1432] *No author, "Outline of Scenario Planning", (Global Business Network, 1994). 22 pp. Photocopy. Box No. 6:3, Folder No. 2.*
A document, presumably part of a Global Business Network [GBN] conference, relating to scenario planning and outlining various activities for conference participants to take part in. Photocopied handwritten notes throughout.
- [1433] *No author, "Two routes of planning inputs", etc. (Global Business Network, n.d.). 6 pp. Box No. 6:3, Folder No. 2.*
A document [from a Global Business Network conference?] consisting mostly of charts and tables relating to scenario planning, divided into the following sections: "Two routes of planning inputs", "Discounted cash flow variables", "Risk/Reward analysis", "Interactive Planning : Behaviour = Function of Self and Environment", "Interactive Planning : The Future Corporation", and "Responding to Environmental Pressure".
- [1434] *No author, "Scenarios are about the future : ... as long as the future is seen as indeterminate", (Global Business Network, n.d.). 7 pp. Box No. 6:3, Folder No. 2.*
A document from a Global Business Network conference relating to scenario planning, divided into the following sections: "Scenarios are about the future : ... as long as the future is seen as indeterminate", "The Field of Driving Forces : If the driving forces are visualized as vectors...", "Scenario Axes and Dominant Vectors : ...each vector can be related to a dominant vector", "Scenarios from Dominant Vectors : ... the process is repeated with other dominant vectors", "Strategic Options Table" [two versions], and "LADWP Strategy Table (V)".
- [1435] *No author, "Sublimation of Economy" and ""The Art of Strategic Conversation""", (Global Business Network, June 14, 1994). 2 pp. Fax. Box No. 6:3, Folder No. 2.*
A draft of two pages consisting of diagrams relating to scenario planning, presumably for use at a Global Business Network conference on scenario planning.
- [1436] *No author, "Scenarios and Strategies Participants Information" (Global Business Network, n.d.). 1 pg. Annotated throughout by Art Kleiner. Box No. 6:3, Folder No. 2.*
A sheet for a participants [in this case Art Kleiner] of the Global Business Network "Scenarios and Strategies" conference, to provide various details relating to the participant's arrival and departure ["Time", "Airline", "Airport", etc.] and other information.
- [1437] *Peters, Ralph, "The Culture of Future Conflict", Parameters (Winter, 1995-1996). pp. 18-27. Box No. 6:3, Folder No. 2.*
An article which discusses the nature of future conflicts, addressing the following issues and questions: "The incompetence of the state", "Cultural failure", "Wealth polarization", "Social division", "The rise of the anti-state", "Decisive technologies", "Resource scarcity", "Gross over-

- population”, “Now and future plagues”, “So what does it all mean?”, “What will future conflicts look like?”, “The strategic military implications”, “practical military considerations”, “new weapons ... and ... moral dilemmas”, and “How will our 21st-century world look?”.
- [1438] *Michael, Don, [fax?] to Art Kleiner (July 12, 1992). 1 pg. Box No. 6:3, Folder No. 2.*
An incomplete [fax?] from Don Michael to Art Kleiner, in which Michael raises concerns about the actions of Global Business Network [GBN] and asks “What should be the visible and operational expressions of GBN’s organizational responsibility especially in light of ... the case for a sustainable future.” Only the first page is present.
- [1439] *No author, “Board of Governor’s Mtg. - MIT” (October 8, 1993). 41 pp. Box No. 6:3, Folder No. 2.*
The transcript of a meeting of the Board of Governors [of MIT’s Centre for Organizational Learning?], which is largely a long discussion of the accomplishments of and challenges for the Center for Organizational Learning.
- [1440] *de Geus, Arie, “Companies, What Are They?”, Center for Organizational Learning (October 31, 1995). 12 pp. Original publication. Box No. 6:3, Folder No. 2.*
The transcript of a lecture given by Arie de Geus at the Royal Society of Arts which explores different perspectives of the “company”, including the view of corporations as “learning, living beings”, with reference to de Geus’s career at Shell. The first few pages appear to be missing.
- [1441] *McRae, Ian, Annual Report to Staff 1988 (Eskom, 1988). 12 pp. Original publication. Box No. 6:3, Folder No. 2.*
The 1988 annual report to the staff of Eskom, a South African electricity public utility. The report is divided into the following sections: “Report by Chief Executive”, “Highlights”, “Distribution and Marketing”, “Management Services”, “Generation”, “Strategic Planning - Cahora Bassa”, “Finance”, “Engineering”, “Human Resources”, “Chairman’s Review” and “Strategic Technology”.
- [1442] *No author, “Free at last, free at last – thank God almighty, but it’s just a start”, The Economist (London, UK, October 21, 1989). pp. 41-42. Tear sheet. Box No. 6:4, Folder No. 1.*
An article about “the release of eight black political prisoners”, members of Nelson Mandela’s ANC party, in apartheid South Africa, and the subsequent aims of the ANC “to bring Mr Mandela back into the political arena as the head of a strong organisation of unquestioned authority and democratic conviction.”
- [1443] *No author, “Human Resources Profile”, The Institute of Personnel Management Journal (South Africa: Eskom, March, 1989). 9 pp. Original publication. Box No. 6:4, Folder No. 1.*
A supplement to The IPM [Institute of Personnel Management] Journal, which consists of a long article, “Managing for Change”, which explores a culture change at Eskom, a South African electricity public utility, arguing that the company “has been transformed from an unresponsive bureaucracy towards a leaner, slimmer, more efficient meritocracy.”

The article is divided into the following sections: “Culture Change at Eskom”, “Changing People’s Values”, “Managing for Change”, “Ring-ing the Changes in Personnel”, “Eskom’s Own Mini-Technikon Takes Care of Training”, “Safety is No Accident at Eskom”, and “Agreeing to Disagree”.

- [1444] *No author, Drakensberg: energy battery : 2 : Pumped storage schemes (South Africa: Eskom, January, 1989). 10 pp. Original publication. Box No. 6:4, Folder No. 1.*

A publication, in English and Afrikaans, which explores the “Drakens-berg Pumped Storage Scheme [of Eskom, a South African electricity public utility] . . . [a] perfect example of the optimal exploitation of wa-ter resources” in South Africa. Included is a descriptive “Tour around the [Drakensberg] station”.

- [1445] *Friedland, Robin, “McRae Electrifies”, The Executive (June, 1989). 5 pp. Reprint. Box No. 6:4, Folder No. 1.*

A reprint of an article which explores “The implications – economic, social, political” of Ian McRae’s efforts to bring “electricity on a mass scale to urban areas” in South Africa, through Eskom, the electricity public utility company of which McRae is CE.

- [1446] *Friedland, Robin, “McRae Electrifies”, The Executive (June, 1989). 5 pp. Reprint. Box No. 6:4, Folder No. 1.*

A reprint of an article which explores “The implications – economic, social, political” of Ian McRae’s efforts to bring “electricity on a mass scale to urban areas” in South Africa, through Eskom, the electricity public utility company of which McRae is CE.

- [1447] *No author, “Energy for Africa”, Eskom (South Africa, April, 1988). 3 pp. Reprint. Box No. 6:4, Folder No. 1.*

A reprint of a “Sponsorship Statement” from Eskom, a South African electricity public utility company, about the company’s status as “one of South Africa’s most highly rated borrowers”, and its efforts to provide electricity to Africa in general, and South Africa in particular.

- [1448] *No author, Eskom Annual Report (South Africa: Eskom, 1988). 44 pp. Original publication. Box No. 6:4, Folder No. 1.*

The 1988 annual report of Eskom, a South African electricity public utility, divided into the following sections: “Historical overview”, “High-lights of the year”, “Electricity Council and Management Board”, “Pro-file of Eskom”, “Chairman’s review”, “Chief Executive’s report on op-erations”, “How Eskom performed”, “Financial statements”, “Eskom in action 1988”, “Tables”, and “Organisation structure”.

- [1449] *Murray, Hugh, “Last of the Line”, Leadership, Vol. 8, No. 6 (Au-gust, 1989). pp. 24-26 + 28. Photocopy. Box No. 6:4, Folder No. 1.*

An article about F. W. de Klerk, President of South Africa during the lead up to the end of apartheid, mostly consisting of an interview between de Klerk and Hugh Murray of Leadership magazine, in which de Klerk discusses the socio-political state of South Africa and his plans to make that country more democratic.

- [1450] *No author, A Sound Investment in Africa (Eskom, n.d.). 13 pp. Original publication.* Box No. 6:4, Folder No. 1.
A report by Eskom, a South African electricity public utility, which explores Eskom's status in Africa in general, and South Africa in particular, divided into the following sections: "Changing the Face of Southern Africa", "The Treasury", "On-line Link with Banks", "Managing Risk", "In Addition to Stock... Options", and "Managing Currency Exposure".
- [1451] *No author, Profiles of Excellence (Eskom, 1989). 12 pp. Original publication.* Box No. 6:4, Folder No. 1.
A booklet by Eskom, a South African electricity public utility, which presents the results of the company's "Managers' Awards and Chairman's Awards ... presented in business units to individuals and teams that excelled in their contributions".
- [1452] *No author [Huber, Jack?], "Scenarios as Products" (March 9, 1994). 10 pp. Annotated throughout.* Box No. 6:4, Folder No. 1.
A draft of a paper [by Jack Huber, to be delivered at a Global Business Network conference on scenario planning?] which asks "What difference would it make if the perspective of a product manager of scenarios were used?" and addresses those who do not already use scenarios. The paper is divided into the following sections: "Introduction", "Product Management of Scenarios", "The Product", "The Market", "Evaluating the Market for Scenarios", "Positioning Priorities for Scenarios" and "Refining the Product". Handwritten notes, presumably by Art Kleiner, appear throughout.
- [1453] *No author, "Highlights from the 1988 Annual Report", (Eskom, 1988). 7 pp. Original publication.* Box No. 6:4, Folder No. 1.
A leaflet which highlights the main areas of the 1988 annual report of Eskom, a South African electricity public utility, divided into the following sections: "Profile of Eskom", "Chairman's comments on 1988 results", "Income statement", "Balance sheet", Highlights of the year", and "How Eskom performed in 1988".
- [1454] *No author, "Palmiet – forerunner in environmental engineering : Technical information", (Eskom, 1988). 12 pp. Original publication.* Box No. 6:4, Folder No. 1.
A report by Eskom, a South African electricity public utility, in English and Afrikaans, which is part of a series which "presents an introductory technical reference to Eskom's major engineering achievements", in this instance focusing on the "Palmiet Pumped Storage Scheme". The main section, "Palmiet – forerunner in environmental engineering", is divided into the following subsections: "Cooperation for progress", "The Palmiet Pumped Storage Scheme", "The power station and waterways", "General layout of Palmiet Pumped Storage Scheme", "The reservoirs", "Preliminary site investigation", "Electrical features", "Fusion of nature and progress", "Unique aspects of the EIC programme", "Technical data", "Power station", "Major Consultants", and "Major Contractors".
- [1455] *Murray, Hugh (ed.), Escom : A Leadership Corporate Profile (Es-*

com [sic], October, 1986). 112 pp. Original publication. Box No. 6:4, Folder No. 1.

A “Leadership Corporate Profile” published by Escom [later Eskom, a South African electricity public utility], divided into the following sections: “A New Era”, which describes the efforts of the new team at Escom to turn the company around and rebuild its reputation after a scandal, “Source of Power : Escom’s statutory obligations”, “Into the Future : An overview of Escom, a world technological leader but also a corporation whose new management has inherited severe problems”, “Interview: John Maree : The utility’s chairman talks to publisher Hugh Murray about Escom’s new management style and such issues as staff advancement, privatisation and sanctions”, “Reappraisal : The findings of the De Villiers commission into electricity supply in South Africa”, “Beyond the Meter : An integral part of Escom’s new era is an ambitious open-door policy towards consumers”, “Ian McRae : A profile of the senior general manager”, “The Challenge : In a country with low grade coal and frequent droughts, Escom has made innovative breakthroughs [sic] in the technology of fossil-fuel fired power stations”, “The Business of Funding : Financial management is crucial at Escom. Miscalculations can have major immediate repercussions on inflation and effect plans for the development of future power stations”, “Spreading the Load : Considerable effort is being made to run Escom as a cost-effective business”, “Body of the Giant : With about 60 000 people on the payroll, Escom faces major challenges in its staff restructuring”, “Follow Through : To Escom, a priority is the improvement of its public and internal image”, “New Options : Man has gone through many energy crises, but never before has he had so many alternative sources at his disposal”, “The Quest for Safety : Less than two years ago South Africa entered the nuclear age, regarded by some as a highly controversial decision. Then came Chernobyl which prompted the question: how safe is safe?”, “Power Sharing : The possibilities of providing power for the entire sub-continent”, “The Trade-Off : Power stations, whether coal-fired, nuclear or hydro-electric, to say nothing of pylons and transmission lines, have a major impact on the environment. Escom strives to minimise the impact of its operations”, and “Photo Essay: Life without Electricity : GM Ian McRae argues that the electrification of black areas has not been given a high enough priority. Herman Potgieter looks at communities where the main sources of fuel are wood, candles and paraffin”.

[1456] *Ogilvy, James (ed.), “Probabilities: Help or Hindrance in Scenario Planning : A Global Business Network Teleconference” (1991). 23 pp. Box No. 6:4, Folder No. 1.*

An “edited transcript of a computer teleconference among members of Global Business Network”, which serves as a discussion on scenario planning between David Kilne, Napier Collyns, Tom Mandel, Doug Carmichael, Lee Schipper, P. Craig, Barbara Heinzen, Kevin Kelly, Adam Kahane, Jay Ogilvy, Steve Rosell, Gerald Harris, Stewart Brand, William Calvin, Kees van der Heijden, Peter Schwartz, Art Kleiner, Lawrence Wilkinson, Graham Galer and Eric Best, particularly focusing on the assignation of probabilities to scenario planning.

- [1457] *Wilkinson, Lawrence, letter to Art Kleiner (December 6, 1993). 1 pg.* Box No. 6:4, Folder No. 1.
A letter from Lawrence Wilkinson, Managing Director of Global Business Network, to Art Kleiner, regarding the enclosed “slides that [Lawrence mentioned] in [his and Kleiner’s] discussion about 1976” [see following item].
- [1458] *No author, “The World of 1976”, Global Business Network (n.d.). 17 pp.* Box No. 6:4, Folder No. 1.
A series of slides from a presentation by Global Business Network about “The World of 1976”, including a series of graphs such as “U.S. Gross National Product”, “Television Advertising Expenditure”, and “Number of Channels Up; Network Share Down”, and multiple text-based slides referring to different aspects of society at this time.
- [1459] *Kleiner, Art, “Consequential Heresies: How ”Thinking the Un-thinkable“ Changed Royal Dutch/Shell” (1989). 21 pp.* Box No. 6:4, Folder No. 2.
An article by Art Kleiner, written “for Doubleday as a prototype for a magazine called Currency” which looks at the actions of Royal Dutch/Shell in their “establishing an ongoing group of heretics”, and the development of scenario planning in Shell’s Group Planning Department by these “heretics”, including testimonies from Pierre Wack, Ted Newland, Napier Collins, Arie de Geus, Kees van der Heijden, and Stewart Brand. The document is collected here in a group of related papers gathered by Global Business Network.
- [1460] *Wack, Pierre, “Scenarios: the Gentle Art of Re-perceiving”, Harvard Business Review (September-October, 1984). 79 pp.* Box No. 6:4, Folder No. 2.
A working paper by Pierre Wack, subtitled “One Thing or Two Learned While Developing Planning Scenarios for Royal Dutch/Shell” which identifies “decision scenarios”, “scenarios which are of real help for decisionmakers” as opposed to “scenarios which tell a story”, and determines the difference between these two types of scenarios in a way that “is illustrated by describing the evolution of the planning process in Shell, where there is now a considerable body of experience in dealing with scenarios.” The document is collected here in a group of related papers gathered by Global Business Network.
- [1461] *de Geus, Arie P., “Planning as Learning”, Harvard Business Review (March-April, 1988). pp. 70-74. Photocopy.* Box No. 6:4, Folder No. 2.
An article in Harvard Business Review by Arie de Geus about organizational learning, in particular at Shell, which explores the questions “How does a company learn and adapt?” and “What is planning’s role in corporate learning?”
- [1462] *Galer, Graham and van der Heijden, Kees, “The Learning Organization: How Planners Create Organizational Learning”, Marketing Intelligence & Planning, Vol. 10, No. 6, (1992). pp. 5-12. Photocopy.* Box No. 6:4, Folder No. 2.

An article in Marketing Intelligence & Planning by Graham Galer and Kees van der Heijden, which examines organizational learning, in particular “the learning approach to planning, and its implementation in Shell ... especially ... the perceptual needs of this approach”, and examines scenario planning in this context, followed by explorations of “Strategic Planning Workshops (as a Means of Inferring Conclusions)”, “Business Planning, Project Planning and Budgeting (as a Means of Planning New Steps and Taking Action)”, “Business Appraisal” (as a Means of Experiencing and Getting Feedback from Results of Action)“, and ”The Art of Organizational Conversation””. The document is collected here in a group of related papers gathered by Global Business Network.

- [1463] *Galer, Graham and van der Heijden, Kees, “The Learning Organization: How Planners Create Organizational Learning”, Marketing Intelligence & Planning, Vol. 10, No. 6 (1992). pp. 5-12. Photocopy. Box No. 6:4, Folder No. 2.*

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- [1464] *Various authors, “The Mont Fleur Scenarios: What will South Africa be like in the year 2002?”, The Weekly Mail & The Guardian Weekly (March 1993). 16 pp. Photocopy. Box No. 6:4, Folder No. 2.*

A variety of articles by a variety of authors exploring scenario planning in relation to the future of South Africa. The document is collected here in a group of related papers gathered by Global Business Network.

- [1465] *No author, “Scenario Planning: Select Bibliography” Global Business Network (n.d.). 7 pp. Box No. 6:4, Folder No. 2.*

A bibliography, “Compiled by GBN [Global Business Network]”, of articles and books relating to scenario planning, divided into two categories: “Theory” and “Practice”.

- [1466] *Kirwin, Joe, “Environment after Apartheid” (1992). pp. 77-86. Tear sheets. Box No. 6:4, Folder No. 2.*

An article from an unknown journal which explores the “overwhelming” task faced by “non-white racial groups in South Africa” following the end of apartheid, to repair “the environmental degradation caused by years of official neglect”, arguing that “Cleaning the acrid air and spoiled water seems a nearly insurmountable problem, but there are signs that blacks and whites alike are at least realizing that there’s no time to waste.”

- [1467] *Johnson, R. W., "The South African Conundrum", The Washington Quarterly (Washington, DC, Spring, 1991). pp. 85-88. Tear sheets. Box No. 6:4, Folder No. 2.*
A review of two books, *The Mirror at Midnight : A South African Journey*, by Adam Hochschild, and *A Democratic South Africa? : Constitutional Engineering in a Divided Society*, by David L. Horowitz, both of which explore the political and socioeconomic state of South Africa leading up to the end of apartheid.
- [1468] *Spencer, Scott, "Brave and Doomed in Johannesburg", Vanity Fair (July, 1984). pp. 45-50 + 105-108. Tear sheets. Box No. 6:4, Folder No. 2.*
An article in which novelist Scott Spencer explores the trial and imprisonment of "two young whites ... in [apartheid] South Africa", Carl Niehaus, charged with "setting a so-called pamphlet bomb outside a government office in downtown Johannesburg; smuggling blacks out of South Africa; membership in the outlawed African National Congress; and ... taking photographs of the Johannesburg municipal gasworks ... to be sent to the African National Congress, which presumably was going to use the ... photographs to decide how the gasworks could be blown to smithereens", and Johanna Lourens, "for having failed to inform the authorities of Carl's activities". The relevant article appears on pp. 46-49 + 106-107.
- [1469] *Epstein, Edward Jay, "Have You Ever Tried to Sell a Diamond?". The Atlantic Monthly (February, 1982). pp. 23-34. Tear sheets. Box No. 6:4, Folder No. 2.*
An article which explores the "control of all aspects of the world diamond trade" by De Beers Consolidated Mines, Ltd., [described as "the most successful cartel arrangement in the annals of modern commerce"], a "decades-long ad[vertising] campaign" by De Beers to convert "tiny crystals of carbon into universally recognized tokens of wealth, power, and romance" in the public eye, and the way in which recent turbulence in the diamond market "may undo the work" of De Beers.
- [1470] *Pfeiffer, Bryan M., "A Vermont Yankee in South Africa's Court", The Progressive (April, 1986). pp. 17-18. Tear sheet. Box No. 6:4, Folder No. 2.*
A brief article which discusses "The Vermont Yankee Nuclear Power Plant, purchaser of South African uranium", and the protests against it by "anti-apartheid activists" who argue that the plant's use of this uranium "makes customers "de facto contributors" to apartheid."
- [1471] *Schonwald, Josh, "Will Companies Return to South Africa?", Business Ethics (September/October, 1991). 1 pg. pp. 11-12. Tear sheet. Box No. 6:4, Folder No. 2.*
A brief article which asks: "In the wake of President [George H. W.] Bush's July 10 announcement that he was lifting economic sanctions against South Africa – which had prohibited all trade with the country – how will the investing and business community react?", with a focus on the response of "The Interfaith Center for Corporate Responsibility (ICCR)" who "[came] out strongly against Bush's action".

- [1472] *No author, "Clem Sunter" (November 20, 1991). 2 pp. Fax. Box No. 6:4, Folder No. 2.*
A fax of Clem Sunter's CV, referring to his education, career and personal life, and a cover page with fax information for the Anglo American Corporation of South Africa Limited.
- [1473] *Parker, Des, "Economy 'can grow at 10 percent'" (August 1, 1991) and Parker, Des, "Sunter praises Operation Jumpstart" (September 3, 1991). 1 pg. Fax of photocopy. Box No. 6:4, Folder No. 2.*
Two articles about Clem Sunter, "Anglo American gold and uranium division chairman and chief executive". The first explores Sunter's claim that "South Africa's economy can grow at 10 percent a year once there is a political settlement", and the second explores Sunter's advice to "Operation Jumpstart", a steering committee in Durban, South Africa, which aimed to boost the economy of that region.
- [1474] *Martens, Barry, "Sunter warns of poverty" (October 4, 1991), no author, "Analyst Clem Sunter to speak in Ladysmith" (January 17, 1992), and Hood, Tom, "Clem Sunter sits on most directors' boards" (February 19, 1992). 1 pg. Fax of photocopy. Box No. 6:4, Folder No. 2.*
Three articles about Clem Sunter, "head of Anglo American's gold and uranium division". The first explores Sunter's warning that "Most of the developing countries are becoming poorer – they're undeveloping", and that "By the year 2000 ... there would be 40 million people who were HIV-positive", which "would be economically devastating because it would kill the economically productive and leave the young and the very old." The second brief column refers to Sunter's "scenario projections and favourable future for South Africa ... published in the early 1980s". The third article discusses the fact that Sunter "now holds seats on the boards of 23 companies listed on the JSe, according to an analysis of directorships in the 1992 edition."
- [1475] *Robbins, David, "Sunter warns against the road to oblivion" (n.d.). 1 pg. Fax of photocopy. Box No. 6:4, Folder No. 2.*
An article about Clem Sunter, "Anglo-American's scenario planner", his warnings that "the greenhouse effect needs to be taken seriously", his views on the question of global over-population, especially concerning South Africa, and his advice on "things we should attend to if we wish to attain [a] 10 percent economic growth rate necessary for the well-being of ... [South African] citizens." Due to the quality of the photocopy, the left edge of the page is slightly illegible.
- [1476] *Naidoo, Charmain, "Clem is a mine of melody! : New Anglo gold boss plays guitar and composes pop" (n.d.). 1 pg. Fax of photocopy. Box No. 6:4, Folder No. 2.*
An article about the musical talents of Clem Sunter, "the new chairman of Anglo American's gold and uranium division". Due to the quality of the photocopy, the left edge of the page is slightly illegible.
- [1477] *Suzman, Mark, "Sunter Amends Vision of Future : Former planner insists 'rules of the game' are still the same", Daily News (May 20, 1991). 2 pp. Fax of photocopy. Box No. 6:4, Folder No. 2.*

An article about the changes in Clem Sunter's scenarios regarding the future of South Africa, following five years of "increasing violence and a weak economy" since he "launched a book, video and series of speeches on South Africa's future which brought a new vocabulary into domestic political discourse", including his new belief that "a sound environmental policy is essential to a successful long-term future – and the [argument that the] only way of securing that is the creation of an "environmental ethic" within society."

- [1478] *Oberholzer, [Con?], letter to Art Kleiner (May 20, 1992), and no author, "Mount Nelson Hotel – Wed 6 May 1992 – Clem Sunter's Address" (May 6, 1992). 5 pp. Box No. 6:4, Folder No. 2.*

Two related items. The first, a letter from [Con?] Oberholzer, the Editor's P.A. at Cosmopolitan, to Art Kleiner, refers to the second item, "notes ... jotted down [from] Clem Sunter's most recent talk in Cape Town". The second item consists of these notes, taken from a talk by Clem Sunter, a scenario planner and chairman at Anglo-American in South Africa, which refer to Sunter's revisions to his scenarios on the future of South Africa, five years after he launched his initial book on this subject.

- [1479] *No author, "Glossary" (n.d.). 1 pg. Box No. 6:4, Folder No. 2.*

A glossary of terms, including "argument", "differential assertion", "learning strategies", and "thinking strategies".

- [1480] *Horning, Glynis, letter to Con Oberholzer (April 9, 1992). 1 pg. Photocopy of fax. Box No. 6:4, Folder No. 2.*

A letter from Glynis Horning referring to "the best/most recent [Clem] Sunter info [Horning] could glean" from a newspapers library, most likely referring to the photocopied items which appear in this folder.

- [1481] *Martens, Barry, "Sunter warns of poverty" (October 4, 1991), no author, "Analyst Clem Sunter to speak in Ladysmith" (January 17, 1992), and Hood, Tom, "Clem Sunter sits on most directors' boards" (February 19, 1992). 1 pg. Photocopy. Box No. 6:4, Folder No. 2.*

Three articles about Clem Sunter, "head of Anglo American's gold and uranium division". The first explores Sunter's warning that "Most of the developing countries are becoming poorer – they're undeveloping", and that "By the year 2000 ... there would be 40 million people who were HIV-positive", which "would be economically devastating because it would kill the economically productive and leave the young and the very old." The second brief column refers to Sunter's "scenario projections and favourable future for South Africa ... published in the early 1980s". The third article discusses the fact that Sunter "now holds seats on the boards of 23 companies listed on the JSE, according to an analysis of directorships in the 1992 edition."

- [1482] *Naidoo, Charmain, "Clem is a mine of melody! : New Anglo gold boss plays guitar and composes pop" (n.d.). 3 pp. Photocopy. Box No. 6:4, Folder No. 2.*

An article about the musical talents of Clem Sunter, “the new chairman of Anglo American’s gold and uranium division”. There is extensive overlap between each page. Due to the quality of the photocopy, the left edge of pp. 2-3 is slightly illegible.

- [1483] *Martens, Barry, “Sunter warns of poverty” (October 4, 1991), no author, “Analyst Clem Sunter to speak in Ladysmith” (January 17, 1992), and Hood, Tom, “Clem Sunter sits on most directors’ boards” (February 19, 1992). 1pg. Photocopy. Box No. 6:4, Folder No. 3.*

Three articles about Clem Sunter, “head of Anglo American’s gold and uranium division”. The first explores Sunter’s warning that “Most of the developing countries are becoming poorer – they’re undeveloping”, and that “By the year 2000 . . . there would be 40 million people who were HIV-positive”, which “would be economically devastating because it would kill the economically productive and leave the young and the very old.” The second brief column refers to Sunter’s “scenario projections and favourable future for South Africa ... published in the early 1980s”. The third article discusses the fact that Sunter “now holds seats on the boards of 23 companies listed on the JSE, according to an analysis of directorships in the 1992 edition.”

- [1484] *Parker, Des, “Economy ‘can grow at 10 percent’” (August 1, 1991) and Parker, Des, “Sunter praises Operation Jumpstart” (September 3, 1991). 1pg. Photocopy. Box No. 6:4, Folder No. 3.*

Two articles about Clem Sunter, “Anglo American gold and uranium division chairman and chief executive”. The first explores Sunter’s claim that “South Africa’s economy can grow at 10 percent a year once there is a political settlement”, and the second explores Sunter’s advice to “Operation Jumpstart”, a steering committee in Durban, South Africa, which aimed to boost the economy of that region.

- [1485] *No author, “Clem Sunter” (November 20, 1991). 1 pg. Box No. 6:4, Folder No. 3.*

A fax of Clem Sunter’s CV, referring to his education, career and personal life, and a cover page with fax information for the Anglo American Corporation of South Africa Limited.

- [1486] *Suzman, Mark, “Sunter Amends Vision of Future : Former planner insists ‘rules of the game’ are still the same”, Daily News (May 20, 1991). 2 pp. Photocopy. Box No. 6:4, Folder No. 3.*

An article about the changes in Clem Sunter’s scenarios regarding the future of South Africa, following five years of “increasing violence and a weak economy” since he “launched a book, video and series of speeches on South Africa’s future which brought a new vocabulary into domestic political discourse”, including his new belief that “a sound environmental policy is essential to a successful long-term future – and the [argument that the] only way of securing that is the creation of an “environmental ethic“ within society.”

- [1487] *Naidoo, Charmain, “Clem is a mine of melody! : New Anglo gold boss plays guitar and composes pop” (n.d.). 1 pg. Photocopy. Box No. 6:4, Folder No. 3.*

- An article about the musical talents of Clem Sunter, “the new chairman of Anglo American’s gold and uranium division”. Due to the quality of the photocopy, the left edge of pp. 2-3 is slightly illegible.
- [1488] *Robbins, David, “Sunter warns against the road to oblivion” (n.d.). 1pg. Photocopy. Box No. 6:4, Folder No. 3.*
An article about Clem Sunter, “Anglo-American’s scenario planner”, his warnings that “the greenhouse effect needs to be taken seriously”, his views on the question of global over-population, especially concerning South Africa, and his advice on “things we should attend to if we wish to attain [a] 10 percent economic growth rate necessary for the well-being of ... [South African] citizens.” Due to the quality of the photocopy, the left edge of the page is slightly illegible.
- [1489] *Stengel, Richard, “Surprised by Joy”, The New Republic (May 30, 1994). pp. 13-14. Tear sheet. Box No. 6:4, Folder No. 3.*
An article about the optimistic atmosphere and the socio-political situation in South Africa immediately following the 1994 election of Nelson Mandela.
- [1490] *No author, “Louis van der Merwe : Biography” (n.d.). 1pg + attached note. Box No. 6:4, Folder No. 3.*
A brief biography of Louis van der Merwe, the “Management Performance and Development Manager” of Eskom in South Africa, with reference to his career “in the field of quality and productivity, and specifically human resources performance improvement”, and accolades. An attached note to Art Kleiner refers to this biography.
- [1491] *Malan, Wynand, “Reaching for Justice”, Leadership, Vol. 6 (1987). pp. 46 + 48. Photocopy. Box No. 6:4, Folder No. 3.*
An article by Wynand Malan, “the Member of Parliament in the House of Assembly for the Randburg constituency” in South Africa, who “has resigned from the National Party and will stand as an independent candidate in the General Election for whites in May this year”, which serves as a statement explaining Malan’s reasons for running, which he describes as an act of conscience and a desire to bring about reform and strengthen negotiations with the African National Congress.
- [1492] *Horning, Glynis, letter to Con Oberholzer (April 9, 1992). 1pg. Fax. Box No. 6:4, Folder No. 3.*
A letter from Glynis Horning referring to “the best/most recent [Clem] Sunter info [Horning] could glean” from a newspapers library.
- [1493] *van der Merwe, Louis, “A Learning Community with a Common Purpose”, Centre for Innovative Leadership(South Africa, November 29, 1992). 35 pp. Fax. Box No. 6:4, Folder No. 3.*
A paper by Louis van der Merwe, from the Centre for Innovative Leadership, South Africa, which applies Organisation Development to “The South African situation”, arguing that “the interconnections and interdependencies between [the] two extremes of the larger South African community has remained invisible” despite the “greatest diversity” of South Africa’s “thinking, ... people, ... animals, ... plants and ... minerals”, and that “the potential for a virtuous upward spiral based on creative synergy amongst this incredible diversity is ... great”, whilst

- “the area of highest leverage for creative synergy lies in investing in facilitating a quantum improvement in the quality of our thinking and ability to learn ... [and that] this investment should be transformed into leadership practice in [South Africa’s] organisations and institutions.”
- [1494] *No author, “Living Standards in South Africa” The Economist (London, UK, February 29, 1992). pp. 21-24. Tear sheets. Box No. 6:4, Folder No. 3.*
An article which argues that, despite the end of apartheid, “Black South Africans’ dreams of prosperity will prove far harder to satisfy than their hopes of political rights”, and that “Equality is years away”.
- [1495] *Conroy, John, “America Fills South Africa’s Tank”, Mother Jones (June, 1979). pp. 6-8. Photocopy. Box No. 6:4, Folder No. 3.*
An article which explores and analyses the ramifications of a scenario, developed by Bernard Rivers and Martin Bailey, which states that “The U.N. declares an oil embargo against South Africa ... [and] calls for the seizure of any tanker that delivers oil to South Africa when it stops in its next port ... [South Africa’s] industry cries for more fuel[,] motor vehicle manufacturing slumps[,] agricultural production, hurt by fertilizer shortages, falls rapidly[,] the armed forces and the police begin to lose their mobility[,] the cost of living escalates, unemployment rises and transport becomes a major problem[,] foreign capital begins to withdraw[,] skilled white South Africans ... begin to leave in droves[,] ... oil stockpiles run out[, and] in two years, the government falls.”
- [1496] *No author, “Why the IMF is the big baas in southern Africa”, The Economist (London, UK January 22, 1983). pp. 59-62. Tear sheets. Box No. 6:4, Folder No. 3.*
An article which argues that “Southern Africa’s black economics – capitalist, communist and in between – have just come through their worst year in recent times”, and that “ While higher commodity prices may ease the squeeze for some, 1983 could see belt-tightening beyond political endurance for others”, whilst “in economics black Africa remains inextricably linked with its white-ruled political adversary to the south, which is also having to borrow from the International Monetary Fund”, and explores the consequences of this.
- [1497] *Hochschild, Adam, “Revolutionary Aristocrat”, Mother Jones (April, 1985). pp. 38-47 + 50-51. Photocopy. Box No. 6:4, Folder No. 3.*
An article about Patrick Duncan, “a remarkable man who managed to be both aristocrat and revolutionary”, who was “born the son of a South African cabinet minister ... [and had,] by the time of his death, ... been jailed three times and forced into exile in his fight against apartheid”, which also explores “the beginnings of a political education” which contact with Duncan initiated for the author.
- [1498] *Vollenhoven, Sylvia, “Apartheid’s Uncle Toms”, Mother Jones (July, 1985). pp. 8-13. Photocopy. Box No. 6:4, Folder No. 3.*
Part of an article about black South Africans who sided with the white, apartheid regime.

- [1499] *Hazen, Don, "Churches Target 12 Firms", Gitlin, Todd, "Divestment Debate", and Goodman, Tom, "On Campus", Mother Jones (October, 1985). pp. 26-29. Photocopy. Box No. 6:4, Folder No. 3.* Three brief articles which form an "Anti-Apartheid Action" section of Mother Jones. The first, "Churches Target 12 Firms", explores the argument of "the United Church of Christ's Dr. Audrey Smock" that "Massive economic pressure is the only nonviolent strategy remaining which may avert the bloodbath into which South Africa is dangerously degenerating", following which "a coalition of 54 Protestant denominations, Roman Catholic orders, and religious organizations recently announced that the group has targeted 12 major American corporations as key supporters of apartheid." The second article, "Divestment Debate", looks at arguments for and against the divestment of international corporations from apartheid South Africa. The third article, "On Campus", looks at a "wave of anti-apartheid student protests". pp. 28-29 appear twice, the second time partially obscured.
- [1500] *Bowers, Cathy, "Whose List Are You On?", Mother Jones (November/December, 1985). 1 pg. Photocopy, Box No. 6:4, Folder No. 3.* A "Letter to the editor" of Mother Jones which responds to a previous Mother Jones article, "Black, White, and Listed All Over" (August/September, 1985), regarding the status of the Investor Responsibility Research Centre (IRRC) in South Africa.
- [1501] *Goldin, Greg, "The Toughest Accounts : How Madison Avenue Sells Foreign Dictators", Mother Jones (January, 1985). pp. 27-32. Tear sheets. Box No. 6:4, Folder No. 3.* An article which looks at the influence of international corporations and others, "from Madison Avenue to Wall Street and Capitol Hill", in maintaining the apartheid regime in South Africa, effectively "selling repression".
- [1502] *Finnegan, William, "Coming Apart Over Apartheid : The Story Behind The Republicans' Split On South Africa", Mother Jones (April/May, 1986). pp. 19-24 + 39-46. Tear sheets. Box No. 6:4, Folder No. 3.* An article which explores the division in the US Republican Party over Reagan's "policy toward South Africa", arguing that "the policy being debated . . . has real consequences in Africa, where real blood is being shed."
- [1503] *Origin, advertisement, Wired(November, 1996). pp. 157-160. Tear sheets. Box No. 6:4, Folder No. 3.* An advertisement published by Origin, a technology company, for "systems integration", which features a photograph of F. W. de Klerk and Nelson Mandela in conversation, meant as an analogy to represent "wisdom and understanding" and the argument that "If [people] are willing to cooperate, a system will thrive, if they don't, it will die."
- [1504] *Keller, Bill, "de Klerk's Gorbachev Problem", The New York Times Magazine (New York, NY, January 31, 1993). pp. 33-42. Tear sheets. Box No. 6:4, Folder No. 3.*

An article which argues that F. W. de Klerk, the President of South Africa at the time of the article, “can’t seem to shake the comparison with the former Soviet leader [Gorbachev], or its unwelcome implication: A reformer’s hold on power may be tenuous.”

- [1505] *No author, “van Zyl Slabbert Talks to Riaan de Villiers”, Leadership (1986). pp. 50-52. Photocopy. Box No. 6:4, Folder No. 3.*

An interview between Riaan de Villiers and Dr Frederik van Zyl Slabbert, discussing van Zyl Slabbert’s resignation as “the leader of the official opposition” party in South Africa, the Progressive Federal Party, after a “No Confidence debate”.

- [1506] *No author, “Memories of the Future”, Across the Board (July/August, 1997). pp. 39-44. Tear sheets. Box No. 6:4, Folder No. 3.*

An interview between A. J. Vogl, editor of Across the Board, with Arie de Geus, who “headed Shell’s Group Planning, which did pioneering work in scenario planning and in the decision-making processes of larger corporations”, discussing issues raised in de Geus’s “newly published The Living Company: Habits for Survival in a Turbulent Business Environment”, such as the longevity of companies, and how managers can learn to change how they think about the future in order to ensure their company’s long-term survival.

- [1507] *Pierce, Linda, letter to Adams, Jerome, Golden, Jerry and Mays, Leslie no author [Pierce, Linda?], “Theme 6: Leadership”, and no author [Pierce, Linda?], “Theme 7: Who Am I?” in Transformation Assessment ([1996?]). pp. 152-157, 162-166, 139-170, 150-154 + 152-157. Annotated throughout. Box No. 6:4, Folder No. 3.*

A letter from Linda Pierce to Jerome Adams, Jerry Golden, and Leslie Mays, referring to a “revised version of this work-in-progress” [the rest of the document], followed by several sections, seemingly from several drafts, of a book exploring corporate transformation at Shell, particularly focusing on the theme of “leadership”, with testimony from a number of Shell employees. Sections include: “Retrenchment during Transformation: The Shell Chemical story”, “Sustaining transformation in the face of changing leadership”, “A wave of in-depth leadership consulting”, “Defining the leaders’ new values”, “Implementing leadership”, “Learning leadership (in a spirit of inquiry)”, “The Glass House: The paradox of leadership”, “Leadership in Shell Chemical”, “Appendix I: Noticeable Results”, and “Downsizing during Transformation: The Shell Chemical story”.

Appendix A:

Items that refer to Pierre Wack or Shell

- [1.1:1:5] *[Brand, Stewart?], GBN Book Club: Intellectual tools for the years ahead, Vol. 6, No. 2, ([CA?] GBN Book Club, March 1993). Card cover. 4 pp.*
A review of two books appearing in a Global Business Network supplement, *The New Century: Quest for the High Road: The Mont Fleur Scenarios*, a study of South African global scenarios relating to apartheid by Clem Sunter, inspired by Pierre Wack, and *TRIBES: How Race, Religion and Identity Determine Success in the New Global Economy*, an exploration of the global success of a variety of cultures which also offers methods for other cultures to find the same success.
- [1.1:1:11] *Markley, O. W., "Explaining and Implementing Futures Research: Part I—A Developmental Perspective" and "Explaining and Implementing Futures Research: Part II—More Architectures for Anticipatory Management", in Didsbury, Howard F., Jr. (ed.), The Future: Opportunity Not Destiny, A book of readings for the World Future Society's Sixth General Assembly, "Future View: The 1990's and Beyond", Washington D.C., July 16-20, 1989 (Bethesda, MD: World Future Society, n.d. [1989?]) pp. 183-213. Photocopy. Includes cover page with book title, editor, and publishing information.*
Two book chapters from *The Future: Opportunity Not Destiny*, edited by Howard F. Didsbury, Jr. on futures research. The first explores the question "What are the major problems faced by practitioners of the professional futures field?" by addressing two concerns: "1. How to explain the futures field to those who are unfamiliar with its unique outlook, assumptions and methods—debunking preconceived notions and setting realistic expectations for what it entails; and 2. How to achieve successful implementation of forecasts and other futures research results, especially in organizational cultures in which decision-making based on credible foresight is not readily supported." The second chapter aims "to convey several process "architectures" which are especially appropriate for anticipating and detecting what was defined in Part I as "Type IV" (high turbulence) environments, a hitherto left out aspect of most issues management methodologies".
- [1.5:2:185] *Johnson-Laird, P. N., "Mental Models" from Posner, Michael I., Foundations of Cognitive Science (Cambridge, MA: The MIT Press, n.d.). Title page + pg. 469. Photocopy. Annotated throughout.*
The first page from "Mental Models" by P. N. Johnson-Laird, chapter 12 from *Foundations of Cognitive Science*, which briefly discusses the views of Kenneth Craik on "mental models" and the diversity of "studies of mental models" which have come since, with Johnson-Laird's "aim in this chapter" being "to bring some order to this diversity".
- [2.1:2:249] *Schein, Edgar H., "Some Implications of the Behavioral Sciences for the Process of Management" (January 11, 1965). 11 pp.*

A talk Edgar Schein gave to Shell about the importance and nature of change, especially “in the area of human relations”, and what the author sees “to be some of the major changes which ... have taken place in the last several decades in some of our assumptions”. Section headings include “Changing Assumptions about the Nature of Man”, “Changing Assumptions about the Nature of Group” and “Changing Assumptions about the Nature of Change”.

- [3.1:1:447] *Collyns, Napier and Brand, Stewart, no title, transcript of [faxed?] conversation (February 13-20, 1989). 1 pg.*

A conversation [via fax?] between Napier Collyns and Stewart Brand about scenarios planning at Shell, the roles Pierre Wack and Ted Newland played in this, and the path of Global Business Network [GBN].

- [3.1:1:448] *No author, a series of documents relating to the GBN Scenario Planning Seminar, April 18-23, 1993. 14 pp. Annotated throughout.*

A series of documents relating to the GBN Scenario Planning Seminar, April 18-23, 1993. The first sheet is a cover sheet which reads “To: Art Kleiner Room 601: 4 pages to follow” with extensive handwritten notes on the verso which include a brief timeline of Pierre Wack’s career and references to scenario planning. The second sheet is a list of the syndicates attending the seminar and the title and location of their talks, including Pierre Wack, Stewart Brand and Paul Hawken, with extensive handwritten notes on recto and verso, with reference to scenarios planning and Shell. The third sheet is a double-sided schedule for the seminar with notes and an illustration on the verso. The fourth sheet is a list of five bullet points under the heading “Useful Scenarios Must Be”, with one handwritten note on the recto and a hand drawn diagram and notes on the verso under the title of “Elements of Strategic Vision”. The fifth sheet is a breakdown of a talk at the seminar by Peter Schwartz, “What Makes Good Scenarios?”, with a hand drawn diagram and notes on the verso. The sixth sheet is titled “Questionnaire” and asks the reader to evaluate various elements of the seminar, including “Presentations”, “Syndicates”, “Master Classes” and “Reading Materials”. The stapled document is a seven page list of the names, companies, business phone numbers and fax numbers [of the attendees to the seminar?].

- [3.1:1:449] *No author [Kleiner, Art?], sheets from a notebook, handwritten. 126 pp.*

Sheets from a notebook, many loose although with a section of the notebook still bound. The sheets consist of extensive handwritten notes, presumably written by Art Kleiner at the GBN Scenario Planning Seminar, April 18-23, including thoughts on the syndicates, data structuring, sustainable energy, Peter Schwartz, Warren Bennis, Pierre Wack, scenario planning, Willis Harman and Don Michael.

- [3.1:1:452] *Jennings, J. S., The energy outlook - its implications for upstream oil and gas (Sanderstølen, Norway: Energy Policy Seminar, February 9, 1989). 17 pp. Photocopy. Annotated throughout.*

An address by J. S. Jennings, “a managing director of The ”Shell“ Transport and Trading Company, p.l.c. and a Group managing director of the Royal Dutch/Shell Group of Companies”, which aims to review “the evolution of energy demand”, “make ... observations on the current state of the principal markets for oil and gas and ... the key factors that will determine demand in the future”, and “identify some ... implications for those who would supply these markets”. A handwritten note on p. 1 [by Art Kleiner?] reads “No overt evidence of scenario planning at all - just a coy reference to the fact that none of us know how to forecast.”

- [3.1:1:460] *Wack, Pierre, “Scenarios: the Gentle Art of Re-perceiving” (Cambridge, MA, Harvard College, 1984). pp. 27-105. Photocopy.*

Part of the enclosed articles by Roberta Gelt. A paper by Pierre Wack, subtitled “One Thing or Two Learned While Developing Planning Scenarios for Royal Dutch/Shell” which identifies “decision scenarios”, “scenarios which are of real help for decision makers” as opposed to “scenarios which tell a story”, and determines the difference between these two types of scenarios in a way that “is illustrated by describing the evolution of the planning process in Shell, where there is now a considerable body of experience in dealing with scenarios.”

- [3.1:2:461] *Jennings, J. S., Countries and companies: making a new deal? (London, UK, Group Public Affairs, Shell International Petroleum Company Ltd, 1990). 8 pp. Original publication.*

A “Keynote address to Cambridge Energy Research Associates, Executive Conference, Houston, ’The new era: energy, the environment and global strategies’, 6-7 February 1990”, delivered by J. S. Jennings, “A Group managing director of the Royal Dutch/Shell Group and Exploration and Production co-ordinator”, in which Jennings gives his view on the identifiable trends “which are likely to have a significant influence on the way the upstream oil and gas industry evolves in the coming decade [1990s]” and speculates “on how they might influence events ... and in particular how they might influence relationships between host countries and companies in our industry”.

- [3.1:2:462] *Jennings, J. S., The deep offshore - commercial and technical perspectives (London, UK, Group Public Affairs, Shell International Petroleum Company Ltd, 1989). 12 pp. Original publication.*

An “Introductory address to the Deep Offshore Technology Conference, Marbella, 16 October 1989”, delivered by J. S. Jennings, “A Group managing director of the Royal Dutch/Shell Group and Exploration and Production co-ordinator”. In this address, Jennings reviews “the history of [Shell’s] offshore oil and gas industry” and then tries “to identify some key ways in which [Jennings] think[s] these lessons can be applied to enhance [Shell’s] prospects for the future”, before discussing where Jennings believes “the near and medium term offshore opportunities will be”.

- [3.1:2:464] *No author, “The Centre for Generative Leadership” (n.d.). 1 pg.. P. 213.*

A single page from an unknown publication which provides a brief explanation of The Centre for Generative Leadership, “a professional consortium that works collaboratively with clients to develop the leadership required to shape the future in our current environment of fundamental change and spiralling complexity”.

- [3.1:2:473] *No author, “Adam Kahane” (n.d.). 1 pg.*
A brief biography of Bill O’Brien, covering his work at the Centre for Generative Leadership, the Centre for Innovative Leadership, and the Global Business Network, as well as his previous activities, such as his work as Head of Social, Political, Economic and Technological Scenarios in the Group Planning Coordination of Shell International Petroleum Company.
- [3.2:1:479] *No author, Royal Dutch Petroleum Company: Annual Report 1985 (Royal Dutch Shell, 1985). 56 pp. Original publication.*
The 1985 annual report for the Royal Dutch Petroleum Company (Shell). The report includes a foreword by L. C. van Wachem, President of the Royal Dutch Petroleum Company which looks back at the achievements and highlights of 1985, and is then divided into four sections: “Section 1: Royal Dutch/Shell Group of Companies - Operations”, “Section 2: Structure of the Group”, “Section 3: Royal Dutch Petroleum Company”, “Section 4: Royal Dutch/Shell Group of Companies - Results”.
- [3.2:1:480] *No author, The “Shell” Transport and Trading Company, p.l.c.: Annual Report 1988 (The “Shell” Transport and Trading Company, p.l.c., [1989?]). 52 pp. Original publication.*
The 1988 report of The “Shell” Transport and Trading Company, p.l.c., which begins with a foreword from Peter Holmes, Chairman of The “Shell” Transport and Trading Company, p.l.c. which looks back at the achievements and highlights of 1988, and is then divided into the following sections: “Group highlights”, “Discussion and analysis of financial condition and results of operations”, “Liquidity and capital resources”, “Research and development”, “Structure of the Group”, “Operating Companies - Group and associated”, “Holding and Service Companies - Management” “Report of the Auditors”, “Financial statements”, “Supplementary information - oil, gas and coal reserves”, “Summarized financial data” and “Operational comparisons 1984-1988”.
- [3.2:1:481] *No author, “Shell World: The International Business Magazine of Royal Dutch Shell”, Shell World, No. 2, (London, UK, April, 1989). 35 pp. Original publication.*
The April, 1989 issue of Shell World: The International Business Magazine of Royal Dutch Shell, including articles on The greenhouse effect and global warming, the official opening of the Rabi field in Gabon, changes to “The Group’s Materials business and the implications of ”the cancellation of Italy’s nuclear power programme“ ”for the oil business””.
- [3.2:1:482] *Vries, Joop de, “Images of the nineties” from “Selected papers: A series of papers, articles and speeches prepared by Shell staff” ([London, UK:?] Group Public Affairs, April, 1988). 10 pp. Original publication.*

A presentation given by Joop de Vries as part of the “Talks to Staff series, delivered in Shell Centre on 2 February and in Central Offices, The Hague on 8 February 1988”, which gives “an overview of Group Planning’s analyses of the business environment” with a focus on visions and perceptions of the upcoming 1990s.

- [3.2:1:483] *No author, “Royal Dutch/Shell: According to plan” and “Bad smell at Shell”, The Economist (London, UK, July 22, 1989). pp.62-63. Photocopy. Annotated pg. 62 reads “for Mr Kleiner”.*

An article in The Economist which looks at the scenario planning of Royal/Dutch shell, how the company have used this in the past and how they’re presently using it to look at the next twenty years (from 1989), with “the key factor for Shell planners” being the environment. “Bad smell at Shell” is a very short side article on p. 63 about Shell’s being “attacked in the British press for its involvement in two projects in Brazil’s Amazon rainforest” and reports “that the company has been supplying fuel to mineral prospectors in Boa Vista” who “have invaded the lands of the Yanamami Indians ... bringing disease, death and alcohol”.

- [3.2:1:484] *No author, “Management Brief: Decisions, decisions”, The Economist (London, UK, July 22, 1989). pp. 64-65. Photocopy.*

An article in The Economist which “looks at new techniques that promise to marry day-to-day decision-making with long-term strategic planning” with the “agent of change” being “the humble desktop computer”, with reference to Shell regarding this issue.

- [3.2:2:515] *Kleiner, Art, “Consequential Heresies: How ”Thinking the Un-thinkable“ Changed Royal Dutch/Shell”, Currency (1989). 23 pp.*

An article by Art Kleiner, written “for Doubleday as a prototype for a magazine called Currency” which looks at the actions of Royal Dutch/Shell in their “establishing an ongoing group of heretics” who aided the company through the use of scenario planning.

- [3.3:1:524] *Senge, Peter, “Straight Time T-9404 Tape A” (n.d.). 12 pp. Annotated throughout.*

A transcript of a talk by Peter Senge about learning organizations, arguing that “the core dilemma of leadership . . . is how we create concerted coordinated effort around those systemic issues where mandated solutions from the top can never be implemented”, with reference to Shell and South Africa.

- [3.3:1:529] *Kahane, Adam, letter to Smith, Bryan (February 18, 1993), Kahane, Adam, “Biography” (n.d.), No author, “Generic Strategy Discussion” (n.d.), Kahane, Adam, “1: Introduction”, “2: Metaphors for Understanding Companies”, “3: The Appropriateness of Different Models”, “4: Pressures Towards Organism” and “5: Management Dilemmas” in How Companies Work (n.d.). 15 pp.*

Several related documents. The first is a letter from Adam Kahane to Dr. Bryan Smith, President of Innovation Associates of Canada“ expressing Kahane’s hope that he might ”find a way to work with [Smith] in Canada“, and offering a summary of his main actions. The second document is a brief biography of Adam Kahane with reference to his

education, his current position as "Director of the Programme in Participative Strategic Planning at the University of the Western Cape, South Africa" and his time both before and after he worked at Shell. The third document is a series of bullet points under various headings relating to the purpose of scenarios. The fourth document is part of a paper, "How Companies Work" which summarises the results of a "background stud[y] for the [Shell] Group's new global scenarios [which] dealt with how companies work ... and considered how two archetypes - machine companies and organism companies - might fare in the business environment of the future."

- [3.3:1:554] *Kofman, Fred, Senge, Peter M. [and Isaacs, William?], "Building Learning Organizations: Developing Communities of Commitment" (May 29, 1993). 34 pp.*

Draft of a paper co-written by Fred Kofman and Peter Senge, and possibly William Isaacs, for a "special issue of Organizational Dynamics on "Organizational learning"", with a "Foreword" by Peter Senge which looks briefly at the origins of organizational learning, including the writing of Senge's book, *The Fifth Discipline*, and the development of the Center for Organizational Learning. The Introduction looks at "Underlying Areas of Cultural Dysfunction" which fuelled the need for the development of learning organisations as "an act of cultural change". Other issues examined include the "Roots of Our Cultural Crisis", the notion of "The Primacy of the Whole" (breaking complex issues into parts, studying those parts in isolation, and gaining "an understanding of the whole" in this way), a look at "Four Fundamental Theses" which "can revolutionize our understanding of ourselves and the world in which we live" and the process of "Building Commitment within a Research Consortium on Learning Organizations". pp. 28-34 includes ideas for extra material for consideration.

- [3.3:2:557] *No author, "1992 ASTD General Session : Peter Senge" (Minneapolis, MN: Documint, Inc., 1992). 33 pp. Photocopy.*

The transcript of a talk given by Peter Senge at "The 1992 ASTD [American Society for Training & Development] National Conference and Exposition", in which Senge discusses "the training profession, and more broadly, the role of human resources, in the type of evolution occurring in business", with reference to Peter Drucker, W. Edwards Deming, Theory X and Theory Y, Shell's use of organizational learning and scenarios planning, and Ford.

- [3.3:2:558] *Mirvis, Phil, "The Learning Organization Fieldbook : Comments on Draft" (n.d.). 25 pp.*

Notes from Phil Mirvis on a draft [of *The Fifth Discipline Notebook*?] in which Mirvis goes through each section of the book point by point with suggestions for improvement, with references to Don Michael, Hazel Henderson, Peter Senge, Willis Harman, Alfred Marrow, Kurt Lewin, W. Edwards Deming, Organizational learning and *The Fifth Discipline*, and brief references to Ford Motor Company and Shell.

- [3.4:1:617] *No author, "Group Planners' Conference : Banff, Alberta, Canada : May, 1986 : List of Participants" (May, 1986). 4 pp.*

A list of participants at a (presumably Shell Group) conference, divided under the following headings “Operating and Associated Companies”, “Regions, Functions and Sectors”, “Group Planning”, “Guest Participants” (of which Art Kleiner is one), “Spouses”, “Organisers” and “Secretariat”.

- [3.4:1:618] *Kahane, Adam, Global Scenarios for the Energy Industry: Challenge and Response : Selected Papers (United Kingdom: [1990?]). 11 pp. Original publication.*

A report by Adam Kahane “based on the collective work of the Business Environment section of Group Planning, Shell International Petroleum Company Ltd, performed during 1988-90” which outlines the use and purpose of the Shell Group’s “scenarios, a set of ‘stories’ about alternative possible futures” which “promote a discussion of possibilities other than the ‘most likely’ one and encourage the consideration of ‘what if’ questions”, explores the geopolitical changes, international economy and environmental concerns from the past into the future, and describes in more detail two scenarios; one of “Global Mercantilism”, where “the main global challenge is dealing with the decline in the hegemonic position of the two superpowers and instability in international markets”, the other of a “Sustainable World”, where “the central challenge is dealing with common problems, especially global warming”, including the “implication for energy” of both of these scenarios.

- [3.4:1:619] *Galer, Graham and van der Heijden, Kees, “The Learning Organization: How Planners Create Organizational Learning”, Marketing Intelligence & Planning, Vol. 10, No. 6 (1992). Loose sheets. pp. 117-124. Photocopy.*

An article in Marketing Intelligence & Planning by Graham Galer and Kees van der Heijden, which examines organizational learning, in particular “the learning approach to planning, and its implementation in Shell ... especially ... the perceptual needs of this approach”, and examines scenario planning in this context, followed by explorations of “Strategic Planning Workshops (as a Means of Inferring Conclusions)”, “Business Planning, Project Planning and Budgeting (as a Means of Planning New Steps and Taking Action)”, “Business Appraisal” (as a Means of Experiencing and Getting Feedback from Results of Action)“, and “The Art of Organizational Conversation”.

- [3.4:2:624] *13 colour photographs, London.*

13 colour photographs of buildings in London, mostly the Shell Centre, also including Big Ben, Westminster Pier, and other landmarks.

- [3.4:2:625] *Rohwedder, Cacilie, and Gumbel, Peter, “Shell Bows to German Greens’ Muscle”, The Wall Street Journal (New York, NY, June 21, 1985). pp. A9-A10. Tear sheet.*

An article on page A10 of the June 21, 1995 issue of The Wall Street Journal, regarding the abandonment by Royal Dutch/Shell Group of the company’s “plans to sink the junked Brent Spar oil platform in the North Sea” as a result of “furious protest from a large section of German society”, and arguing that Shell failed to accurately assess the “environmental consciousness” of mainstream German society, pointing to the “Growing Clout of Environmentalists”.

- [3.4:2:627] *Webber, Alan M., letter to Peter Schwartz (May 4, 1992). 2 pp.*
A letter from Alan Webber, Editorial Director at Harvard Business Review, to Peter Schwartz, regarding the outline of “a piece on the way in which planning tools and organizations operate to change each other” which Schwartz had sent to Webber, and offering suggestions for Schwartz to begin again with a new outline on the same theme, with reference to Shell. An attached cover page indicates that this letter was forwarded [by fax?] by Schwartz to Art Kleiner on May 8, 1992, for Kleiner’s interest.
- [3.4:2:628] *Galer, Graham, “Talk for MCE conference, Paris; April 1992. : ”Planning as learning: Developing the checklist for the future” (26 February, 1992). 25 pp.*
A draft of a talk by Graham Galer for the MCE conference, Paris, April 1992, which “describes some of the ways in which managers in Shell are speeding up the processes of learning which are so important for survival and competitive success”, with particular focus on defining and measuring organisational learning, “organisational learning in Shell”, “Planning in Shell - its relevance to learning”, “Individual and team learning processes: links with planning”, “The art of organisational conversation” and “The contribution of information technology”.
- [3.4:2:629] *de Geus, Arie P., “The Learning Company [draft]” Harvard Business Review (August 21, 1987). 20 pp. Photocopy.*
A draft of an article by Aries P. de Geus for Harvard Business Review which examines how Shell has used scenarios to successfully engage in corporate planning, which the author argues is equivalent to, or results in, institutional learning.
- [3.4:2:631] *Lane, D. C., “Management Learning by Simulation” (London, UK: Shell International Petroleum Co. Ltd., n.d.). pp. 322-339. Photocopy.*
A paper produced by D. C. Lane in the “Business Consultancy division of Shell International Petroleum”. The abstract reads: “A review is given of the experiences of a practicing business consultancy division. The reasons for the failure of the traditional, expert consultancy approach are discussed. The requirements for a more suitable consultancy methodology are stated. An approach called ‘Modelling As Learning’ is introduced, its three defining aspects being: client ownership of all analytical work performed, consultant acting as facilitator and sensitivity to soft issues within and surrounding a problem. The goal of such an approach is set as the acceleration of the client’s learning about the business. The tools that are used within this methodological framework are discussed and some case studies of the methodology are presented. It is argued that a learning experience was necessary before arriving at the new methodology but that it is now a valuable and significant component of the division’s work.”
- [3.4:2:632] *No author, handwritten notes (n.d.). 9 pp.*
A series of handwritten notes regarding a presentation given by Kees van der Heijden to CMD (Committee of Management Directors), with reference to Shell, Pierre Wack, Herman Kahn and SRI (Stanford Research Institute).

- [3.4:2:633] *No author, handwritten notes (n.d.). 2 pp.*
Two pages of handwritten notes relating to Shell Oil.
- [3.4:2:636] *No author [Galer, Graham?], no title (n.d.). 5 pp.*
[An incomplete letter or fax from Graham Galer?] which describes the author's work at Shell Australia and talks about, for example, systems dynamics, scenarios planning and Pierre Wack.
- [3.4:2:638] *Kleiner, Art, letter to "Scenario Class" and various authors, a series of online exchanges (May 13 - August 14, 1992). 25 pp.*
A letter from Art Kleiner to his "Scenario Class" regarding the enclosed "discussion of scenarios held in the WELL GBN [Global Business Network] conference" and the enclosed discussion between a variety of people including Napier Collyns, Art Kleiner, Stewart Brand and Peter Schwartz, which seems to be part of an online exchange regarding "Scenarios of the Present" which discusses the idea that "scenarios are really organized conceptualizations of the *present*".
- [3.4:2:639] *Various authors, a series of online exchanges (May 13 - August 14, 1992). 24 pp.*
A discussion between a variety of people including Napier Collyns, Art Kleiner, Stewart Brand and Peter Schwartz, which seems to be part of an online exchange regarding "Scenarios of the Present" which discusses the idea that "scenarios are really organized conceptualizations of the *present*". This discussion appears to have been part of the "WELL GBN [Global Business Network] conference".
- [3.4:2:641] *de Geus, A. P., "Modelling to Predict or to Learn?", European Journal of Operational Research, Vol. 59, No. 1 (May 26, 1992). pp. 1-5 + Table of Contents [1 p.]. Photocopy.*
An article in the European Journal of Operational Research by A. P. de Geus which gives a brief history of scenario planning at Shell, with a line of influence drawn back to Herman Kahn and the Hudson Institute, and analyses the use of scenario planning, with reference to Pierre Wack, Peter Senge, the Tavistock Institute of Human Relations and Jay W. Forrester. Also included is the table of contents of this issue of the European Journal of Operational Research, which is referred to in the opening paragraph of the article.
- [3.4:2:643] *Woodbury, Richard, "Hard Times : The Great Energy Bust" (New York, NY: Time, March 16, 1992). pp. 49-52. Tear sheets.*
An article in Time which warns that "More than any previous reversion in the U.S. oil and gas industry, this one smells dangerously permanent", which includes various statistics relating to "Vanishing Rigs", "Cheaper Gas", "Shrinking Prices", "Rising Imports" and "Fewer Jobs", with reference to Shell.
- [3.4:2:645] *Shell Intl Petroleum Co London, telex to various Shell companies (London, UK: April 7, 1986). 4 pp. Photocopy.*
A telex from "Shell Intl Petroleum Co London" to various other Shell companies regarding "the group planning experiment in Computer Conferencing (CC)", discussing the hiring of Art Kleiner as a specialist consultant in CC and mentioning the possibility of using CC "in developing

scenarios (sic)". Also in this folder is a "New York University" message card with a hand drawn doodle of a mustachioed man.

- [3.4:2:646] *[DuMoulin, Hans?] letter to Kleiner, Art (July 22, 1995). 1 pg.*
A brief letter [from Hans DuMoulin?] to Art Kleiner which refers to a paper Kleiner wrote, and a "post-1976" trap which Shell fell into.
- [3.4:2:647] *Royal Dutch/Shell Group of Companies, Statement of General Business Principles (Shell International Petroleum Company, 1994). 6 pp. Original publication.*
A leaflet outlining Shell's "General Business Principles", including an Introduction by C. A. J. Herkströter, Chairman of the Committee of Managing Directors of the Service Companies, and establishing the "Objectives", "Responsibilities", "Economic Principles", "Business Integrity", "Political Activities", "Health, Safety and the Environment", "The Community", "Competition", "Communication" and "Joint Ventures".
- [3.4:2:648] *No author [Kleiner, Art?], handwritten notes (n.d.). 4 pp. Handwritten and photocopy.*
Four pages of handwritten notes which refer to, amongst other things, a story "which Adam Kahane told [the author]" about legends surrounding Pierre Wack during his time at Shell, Aries de Geus and organizational learning.
- [3.4:2:649] *No author [Kleiner, Art?], handwritten notes (n.d.). 10 pp. Handwritten.*
Ten pages of handwritten notes which refer to, amongst other things, W. Edwards Deming, a variety of publications, and a video that Shell produced.
- [3.4:2:650] *van der Heijden, Kees and Schwartz, Peter, "The Art of the Strategic Conversation" (n.d.). 10 pp.*
A paper by Kees van der Heijden and Peter Schwartz which "deals with the realities of the strategic formation process in large organizations" and "how to use scenarios in that process", particularly focusing on "strategic conversation" which arises out of asking "what if?" questions, and is so called "because change in organizations is inevitably the prerogative of groups and not individuals", with reference to Shell, Apple and the Global Business Network (GBN).
- [3.4:2:651] *Andrews, Tim, "Letters to the Editor : Greenpeace: We Did Not Apologize", The Wall Street Journal (New York, NY, September 26, 1995). pp. A23-A24. Tear sheet.*
A "Letter to the Editor" in The Wall Street Journal by Tim Andrews, National Bureau Chief of Greenpeace U.S., criticizing The Wall Street Journal for implying in an article that "Greenpeace apologized to Shell for our successful campaign to stop the oil giant from dumping the controversial Brent Spar oil platform deep in the North Atlantic", arguing that "Nothing could be further from the truth."
- [3.4:2:652] *No author, "Shell Briefing Note : Developments in Nigeria" (London, UK: Shell International Petroleum Company Ltd, March, 1995). 4 pp. Original publication.*

A “Shell Briefing Note” which has been written to explain “why SPDC [Shell Petroleum Company Ltd] has become a target and its response to the allegations” that “the company has caused environmental devastation in Ogoni territory, is in collusion with Nigerian military forces, and does not provide assistance to the communities in which it operates”, to outline the company’s position on the “calls for SPDC to intervene on behalf of the Ogoni campaigner, Ken Saro-Wiwa” who is “currently detained for his alleged involvement in the murder of four moderate Ogoni leaders”, and to describe “briefly what the company is doing to improve its own performance and the background to a major independent environmental survey of the Niger Delta recently announced by SPDC.”

- [3.5:1:653] *No author, “Global Climate Change : Transcript of an Electronic Conversation : March 29 to July 25, 1989” (Shell International Petroleum Company Ltd, March 29 - July 25, 1989). 68 pp. Photocopy.*

The transcript of the “Shell International - U. C. Davis Global Climate Conference”, an electronic conference held between March 29 and July 25, 1989, using “Notepad Systems International” as a medium, discussing climate change. Participants include Graham Galer, Napier Collyns and Art Kleiner.

- [3.5:1:654] *No author, “Population, environment and energy” (London, UK: The Shell Briefing Service (sbs), No. 2, 1989). 9 pp. Original publication.*

The second issue of SBS (The Shell Briefing Service), “prepared as an information brief for companies of the Royal Dutch/Shell Group”, looking at different cultural and economic factors for global population growth, demographic trends, “the perception of environmental problems”, methods of sustainable development, and global energy and oil demand.

- [3.5:1:655] *Royal Dutch/Shell Group of Companies, Financial and Operational Information 1985-1989 (London, UK: Shell International Petroleum Company, n.d. [1989?]). . 41 pp. Original publication.*

A booklet which “supplements the 1989 Annual Reports of Royal Dutch Petroleum Company and of The ”Shell“ Transport and Trading Company, p.l.c. which contain financial statements and information on the Royal Dutch/Shell Group of Companies, including details of the accounting policies employed.”

- [3.5:1:657] *Hillis, W. Daniel, “Intelligence as an Emergent Behaviour; or, The Songs of Eden”, Daedalus, Vol. 117, No. 1 (Winter, 1988). pp. 175-189. Photocopy.*

- [3.5:1:658] *No author, “What-if Shadows in the Crystal Balls”, The Economist (London, UK, July 20, 1985). pp. 21-23. Transcript.*

A transcript of an article in The Economist about how company planners moved from forecasting to scenario planning, in particular how it began at Shell, with reference to Pierre Wack, including his advice that “The most dangerous approach [a company can take] is to consider three versions of the future which change only one variable. Many managers

will not be able to resist the temptation to pick the middle one and treat it as an old-fashioned forecast.”

- [3.5:2:659] *No author, “An Introduction to Social Changes”, no author, “Unreal Attitudes to Work and Industry” and no author, “Turning a Blind Eye to Reality” (Shell World, No. 2, March/April 1978). Corner stapled. pp. 22-24, 10-12 and 21, respectively. Photocopy.* Three articles from Shell World. The first, “An Introduction to Social Changes”, is a “shortened version” of a bibliography put together by “Members of Group Planning [at Shell]” as part of a “greater effort to understand how values in society would affect the future of large-scale business,” including An Incomplete Guide to the Future, by Willis Harman, and Concept of the Corporation and The Age of Discontinuity, both by Peter Drucker. The second article is summarized: “Jeanne Hersch, Professor of Philosophy at the University of Geneva and a member of the Swiss Socialist Party, talks to Bernard Taylor about a need to improve general attitudes towards work and industry—and some of the unreal expectations and contradictions surrounding these attitudes.” The third article is a report which “reveals how remote the American public is from an awareness of” “the realities of the energy situation”.

- [3.5:1:660] *Beck, P. W., “Strategic Planning in the Royal Dutch/Shell Group : A paper presented on March 1st 1977 to the Conference on Corporate Strategic Planning” (Shell International Petroleum Company Limited, March 1st, 1977). Corner stapled. 22 pp. Photocopy.* A paper “presented on March 1st 1977 to the Conference on Corporate Strategic Planning . . . Held by the Institute of Management Science and The Operations Research Society of America at New Orleans” about how strategic planning is carried out, in various ways, across “The family of enterprises calling itself the ”Royal Dutch/Shell Group“, which discusses the nature of function of ”The Group Today“, the environment at the time of the paper, the organisation of the company, ”Decision Making in a Large Organisation“, ”Scenario Planning“, the ”Purpose of the Planning Process“ and ”The Planning Cycle”.”

- [3.5:1:661] *No author, “Inside View of a North Sea Platform” and no author, “Presenting the Total Environment Show”, Shell World, No. 5 (July/August, 1978). pp. 12 + 18-21, respectively. Photocopy.* Two articles from Shell World. The first, “Inside View of a North Sea Platform” , is incomplete. The existing page shows part of an illustration of “The Brent D concrete production platform”, with brief descriptions of each part. The second article, “Presenting the Total Environment Show”, describes Bernard Taylor’s experience attending “[Shell] Group Training’s second European trends and perspectives seminar—which was attended by marketers, planners, researchers and others from 17 Shell companies” and addressed questions such as “Where does the business environment begin and end, and how many factors does one need to take into account when analysing business prospects?” with reference to the opposing economic predictions of Herman Kahn and the Club of Rome.

- [3.5:1:662] *Bénard, André, “World oil and cold reality”, Harvard Business*

Review, Vol. 58. No. 6 (November/December, 1980). pp. 91-101. Photocopy.

An article in Harvard Business Review by André Bénard which asks the question "Faced with the fact that the oil exporting countries now call the tune in supply and price, can their customers act to alter their profligate consumption habits and develop oil substitutes, ... embark on a period of "restructured growth" and leave behind their "world of internal contradictions" ... in which every sneeze by an OPEC [Organization of Petroleum Exporting Countries] nation seems to produce an economic cold at home?", and the author "a top oil company executive, voices some pessimism about the outcome in the medium term" and "projects scenarios for the production of oil and other energy sources in the next two decades."

- [3.5:1:666] *No author, "Planning in the Royal Dutch/Shell Group" in No Author, Planning for Large Companies (n.d.). pp. 82-111. Photocopy.*

A chapter from the book Planning for Large Companies [unknown author/editor] which is divided into the following sections: "Brief History of Shell", "The Organization of Shell", "The Committee of Managing Directors (CMD)", "Scenario Development at Shell", "Background of Planning at Shell", "The Planning Process in the Mid-1980s", "Planning in the Organization", "Planning Consultancy", and "Who Were the Planners?"

- [3.5:1:667] *Anderson, Roy R., letter to Collyns, Napier (May 22, 1989). 3 pp. Photocopy.*

A letter from Roy Anderson to Napier Collyns reacting negatively to an article by Art Kleiner "on Royal Dutch/Shell's strategic planning history".

- [3.5:1:668] *Robinson, M. S., "Strategic Planning for International Oil Trading" (Strategic Planning in Shell, Shell International Petroleum Company Limited, Group Planning, December, 1986). 8 pp. + v pp. appendix. Photocopy.*

A report by Silvan Robinson, President of Shell International Trading Company, originally presented as a paper "to the IMI in Geneva on 25th August 1986" discussing the "four pillars" of "the strategic planning process" followed by Shell: "Scenario development", "Competitive positioning", "Strategic vision" and "Option planning", and how some of these principles have been applied to "the principal oil trading activities of the Royal Dutch/Shell Group". Also included is an appendix titled "The Traders - Seeking 'the Last Best Price'", "Taken from an article in the February/March 1986 issue of 'Shell World'."

- [3.5:1:669] *No author, "You Don't Have to go Short to Save Energy", Shell World, No. 4, (London, UK: June/July, 1979). pp. 8-10. Photocopy.*

An article from Shell World which looks at ways to save energy by "using less energy through improved efficiency, even from existing technology" instead of by "belt-tightening or austerity or saying 'No' to what we normally do", arguing that "The potential for conserving energy in this way is highly significant" and painting "the background picture from a new Shell report which shows what possibilities make economic sense."

- [3.5:1:670] *Pocock, Michael, "We Do Not Have Much Time Left", Shell World (London, UK, July/August, 1979). pg. 23. Photocopy.*
The transcript of a speech by Michael Pocock which argues that "The uncertainty of the oil future means that every country must treat the energy crunch as its central economic priority and as a problem that just will not go away".
- [3.5:1:671] *No author, "How the News Magazines See Shell", Shell World (London, UK, n.d.). p. 11. Photocopy.*
An article in Shell World which looks at the conclusions of "three studies by prominent international magazines [Management Today, Forbes and Time]" which "The Royal Dutch/Shell Group has been the subject of", from which it is concluded that, although "The reports are not without some critical questions ... we're in good shape."
- [3.5:1:672] *Kassler, Peter, letter to Collyns, Napier (January 6, 1994), no author, "Long & Medium Term Global Scenarios 1971-1992 : Questionnaire [sic]" (n.d.) and no author, "Long & Medium Term Global Scenarios 1971-1992 : Scenario Listing (Including Descriptive Notes)" (December, 1993). 20 pp. Photocopy.*
Three documents. The first is a letter from Peter Kassler to Napier Collyns suggesting that "this is an appropriate moment to study the impact and value that scenario planning has had upon business and strategic decision-making within the [Shell] Group before the knowledge and experience of those who participated in its evolution is lost." The second document is a questionnaire which has "been devised to gather information about your own [Napier's] experiences and any observations ... made at the time or considered in retrospect". The third document is a list "of the long and medium term scenarios [which Shell developed] with a few brief notes about each of them".
- [3.5:1:673] *No author [Art Kleiner?], handwritten notes (n.d.). 8 pp.*
Handwritten notes by an unknown author [Art Kleiner?] regarding Shell, Group Planning and scenarios.
- [3.5:2:674] *Hampden-Turner, C., Carstedt, G. and van der Heijden, K., "The 1992 International Strategic Management Conference : Corporate Culture for the Competitive Edge" (November 13, 1992). 17 pp.*
Part of a presentation given by Charles Hampden-Turner, Goren Carsted and Kees van der Heijden relating to corporate culture and values, with a particular focus on IKEA, and consultancy within corporations, particularly at Shell. The transcript of a question and answer session is also recorded.
- [3.5:2:675] *Schwartz, Peter, "The 1992 International Strategic Management Conference : Re-Perceiving the Future Through the Lens of the Past ([1992?]). 27 pp.*
The transcript of a keynote address delivered by Peter Schwartz at the 1992 International Strategic Management Conference about scenario planning in a historical context, including its beginnings at Royal Dutch/Shell.

- [3.5:2:676] *Collyns, Napier and Galer, Graham, "The 1992 International Management Conference: (28) Developing Scenarios: Linking Strategy to an Uncertain Future" ([1992?]). 22 pp.*
The transcript of a presentation given by Napier Collyns and Graham Galer. The section by Galer concerns the "current experience in using ... scenarios in helping ... management [at Shell] to think through strategy for their business", the relationship of the "planning cycle" to organizational learning, "scenario planning and corporate perception", "the links between scenarios and strategy" and "organizational conversation". The section by Collyns concerns, amongst other things, the connection between scenarios and art and Collyns' overall experience with Shell.
- [3.5:2:682] *No author, The Planners' Newsletter, No. 8 (Group Planning, Royal Dutch/Shell, February, 1990). 27 pp. Photocopy.*
A transcript of a newsletter of the "Group Planning" team at Royal Dutch/Shell. This issue includes a "distribution list" which "represents a network of people in the Group who are interested in planning activities", a report on "the Herald Tribune/Oil Daily Oil and Money Conference", a report on an "Oil Supply and Price Conference", a report on "a seminar in London" about "The Competitive Advantage of Nations", led by Michael Porter, news of upcoming conferences and workshops, a report on "a workshop on management of strategic alliances organized by ... [the] International Management Institute", a report on a "PIMS [a tool based on a data base of 3000 business from various sectors]" conference, an article on "win-win negotiating solutions" in which "mutual gain strateg[ies]" in competition are examined, an article on "Global Businesses", an article about Shell Canada's experience undertaking "a major retrospective study of strategy reviews that it undertook during the early 1980's", an article about what will happen during the 1990's, a summary of the 1990 World Economic Forum in Davos, and information about an upcoming "systems thinking workshop".
- [3.5:2:683] *Kleiner, Art, "Chapter 2 : Mystics : Draft copy" In The Age of Heretics (August 12, 1994). 48 pp. Annotated throughout.*
A draft of the chapter "Mystics" from The Age of Heretics by Art Kleiner, with handwritten notes and corrections by Pierre Wack throughout.
- [3.5:2:684] *Wade, D. E. M., letter to Kleiner, Art (June 6, 1994). 2 pp.*
A letter from Doug Wade to Art Kleiner offering suggestions and corrections to a draft of a chapter of Kleiner's The Age of Heretics.
- [3.5:2:685] *de Geus, Arie P., "Planning as Learning", Harvard Business Review (March-April, 1988).. pp. 70-74. Photocopy. Annotated throughout.*
An article in Harvard Business Review by Arie de Geus about organizational learning, in particular at Shell, which explores the questions "How does a company learn and adapt?" and "What is planning's role in corporate learning?"
- [3.5:2:686] *Davidson, James C., letter to Kleiner, Art (July 6, 1994). 3 pp.*

A letter from Jimmy Davidson to Art Kleiner offering suggestions and corrections to a draft of a chapter [presumably “Mystics”] of Kleiner’s *The Age of Heretics*.

- [3.5:2:687] *Wagner, G. A., letter to Wack, Pierre (24th September, 1985). 2 pp. Photocopy.*

A letter from Gerrit Wagner to Pierre Wack which responds to a paper by Wack on scenarios, and discusses the role of Wagner and Wack in the development of “Shell’s new approach to Planning”, including the use of scenarios.

- [3.5:2:688] *Collyns, Napier, “Some Random Reminiscences elicited by Ester Eidinow”, Netview, (Global Business Network, n.d.). pp. 7-16. Tear sheets.*

An autobiography of Napier Collyns, appearing in Netview, a Global Business Network publication, in which Collyns discusses his childhood, his experience in the army, his education, his time working for Shell, including meeting and working with Ted Newland and Pierre Wack, and living and working in Nigeria during “a series of revolutions, and murders, and bloody coups ... [and] civil war” and his work with Wack on scenarios. Reference is also made to Global Business Network (GBN).

- [4.1:1:701] *No author, “1992 ASTD General Session : Peter Senge” (Minneapolis, MN: Documint, Inc., 1992). 33 pp. Photocopy.*

The transcript of a talk given by Peter Senge at “The 1992 ASTD [American Society for Training & Development] National Conference and Exposition”, in which Senge discusses “the training profession, and more broadly, the role of human resources, in the type of evolution occurring in business”, with reference to Peter Drucker, W. Edwards Deming, Theory X and Theory Y, Shell’s use of organizational learning and scenarios planning, and Ford.

- [4.1:2:718] *Senge, Peter M., “Transforming the Practice of Management” (1991). 25 pp.*

A talk by Peter Senge, presented at the Systems Thinking in Action Conference, November 14, 1991, which looks at the way that “management philosophy and practice” is changing, including sections on “The Emergence of a New Management Paradigm”, “The Knowledge-Creating Company” and the shift from “resource-based” to “knowledge-based” organisations, “Building a Foundation for the New Organization” and “Collaboration in Advancing The State of the Art - the MIT Center for Organizational Learning”.

- [4.1:2:714] *Senge, Peter, “The New Management: Moving from Invention to Innovation”, New Management (1986). pp. 7-13.*

An article by Peter Senge in *New Management* which looks at “the process of introducing innovative managerial practices and philosophies”, and the current position of corporations in the context of this process.

- [4.1:2:719] *Senge, Peter M., “Transforming the Practice of Management” (1991). Loose sheets. 25 pp.*

A talk by Peter Senge, presented at the Systems Thinking in Action Conference, November 14, 1991, which looks at the way that “management philosophy and practice” is changing, including sections on “The Emergence of a New Management Paradigm”, “The Knowledge-Creating Company” and the shift from “resource-based” to “knowledge-based” organisations, “Building a Foundation for the New Organization” and “Collaboration in Advancing The State of the Art - the MIT Center for Organizational Learning”. A handwritten note reads “Draft”.

- [4.2:1:728] *Stata, Ray, “Organizational Learning - The Key to Management Innovation”, Sloan Management Review, Vol. 30, No. 3 (Spring, 1989). pp. 63-74. Reprint. Annotated throughout.*

An article by “Ray Stata, Chairman of Analog Devices” which argues that “U.S. industry’s most serious competitive problem lies in a declining rate of innovation - and that this decline can be traced more to a lack of management innovation than to weak product or technology innovation”, and describes how Stata “has been applying ideas and systems thinking to improve the performance and competitiveness of his company”, “blend[ing, in his description,] theoretical thinking with real-time problem solving.”

- [4.2:1:732] *Michael, Donald N., Larson, Meredith A., Van der Horst, Brian, and Wilson, Ian, The New Competence: The Organization as a Learning System : Technique Report : Values and Lifestyles Program (Menlo Park, CA: SRI International, December, 1990). iv + 37 pp. Photocopy.*

A report for the Values and Lifestyles Program at SRI International, which “describes critical new skills - the new competence” and their importance in “transforming the conventional corporate organization into the learning system it must become if it is to survive and prosper under persisting conditions of great uncertainty”. Section I proposes “the new competence ... as the necessary context for using the new methods of strategic planning and management”, whilst “Section II briefly describes examples of such moves in the direction of the new competence”. Section III describes “information requirements” that must be met for “the corporation to become a learning system”, “Section IV details the component skills of the new competence, the primary abilities needed to begin reframing the organization as a learning system”, and “Section V addresses how and where to start [initiating the new competence in a corporation] by assessing the actual need for this kind of change and the organization’s readiness to do so.”

- [4.2:1:746] *Senge, Peter, “Catalyzing Systems Thinking within Organizations” in Masarik, F. (ed.), Advances in Organization Development(n.d. [1987]). pp. 197-246. Photocopy.*

A chapter by Peter Senge from an unknown book, which describes various research and “experiments” undertaken by Senge and others “that focused on designing learning processes to enhance quality of thinking in management teams ... especially ... learning processes that improve the operating policies and strategies in running a business”, with a focus on “mental models”. Subsections of this chapter include “Creating Systems Thinking Learning Processes”, “A Case Study: Claims Man-

- agement at Hanover Insurance”, “Challenges in Developing Systems Thinking” and “Building More Effective Organizations”.
- [4.3:1:777] *Weston, Diane McGinty, Organizational Learning in Practice (October 25, 1993). 49 pp. Photocopy. Annotated throughout.*
 “A Report for The Business Intelligence Program SRI International” by Diane Weston, of Weston Consulting, which Weston had sent to Senge in draft form. This paper is divided into two main sections: “Learning as Competitive Advantage”, which includes the subsections “Attaining the Benefits” and “The State-of-the-Art - Goals and Applications for OL; An Example of Organizational Learning; Scope, Sponsors, and Resources; [and] Challenges to Overcome”, and “A Framework for Creating the Conditions for Learning”, which includes the subsections “Founding Principles—Setting the Context and Perspective- Values, Vision and Integrity—Setting the Direction and Context; [and] Systems and Relationships—Setting the Perspective”, “Practices—Integrating Learning with Everyday Work- Learning in Groups; Mental Modelling; Dialogue; [and] Capturing and Disseminating the Learning” and “Structure, Culture, and Training—Supporting the Principles and Practices- Structures to Support Learning; Cultures that Support Learning; [and] The Evolution of Training in Learning Organizations”.
- [4.3:1:778] *Senge, Peter, letter to Weston, Diane (November 18, 1993). 5 pp.*
 A letter from Peter Senge to Diane Weston, of Weston Consulting, offering feedback and suggestions for Weston’s paper, “Organization Learning and Practice”.
- [4.3:1:798] *Senge, Peter M. and Sterman, John D., “Systems thinking and organizational learning: Acting locally and thinking globally in the organization of the future”, European Journal of Operational Research, (1992). pp. 137-150.*
 An article in the European Journal of Operational Research by Peter Senge and John Sterman, which argues that, managers who “are experimenting with new modes of organization, new reward systems, and less authoritarian values . . . must become ‘systems thinkers’ as well as better learners”, and “reports on one approach to these issues: forming collaborative action research partnerships with corporations to 1) develop new tools to accelerate learning, and 2) test those tools in real organizations where managers face pressing issues”, arguing “that simulation is an important element of successful learning laboratories to develop systems thinking and promote organizational learning”, and using Hanover Insurance Companies as “A case study focused on improving quality and total cost performance in the insurance industry . . . to illustrate how these tools can both produce insight and focus change.”
- [4.3:1:800] *No author, “Peter Senge Speech in Washington D.C.” (n.d.). 18 pp.*
 A speech by Peter Senge in Washington, D.C. which explores “designing the learning organization”.
- [4.4:1:833] *No author, Planning Review, Vol. 20, No. 2 (March/April, 1992). 48 pp. Original publication.*

The March/April, 1992 edition of Planning Review, including an article, “Mental Models”, by Peter Senge which explores how “The discipline of managing mental models - surfacing, testing, and improving our internal pictures of how the world works - promises to be a major breakthrough for building learning organizations.” Other articles relating to scenario planning are also included.

- [4.4:2:871] *Senge, Peter M., “Organizational Learning: New Challenges For System Dynamics” (February 14, 1989). 14 pp.*

A paper by Peter Senge about organizational learning in a system dynamics context, including an introduction to the subject, an explanation of the “Basic Concept” of organizational learning, a description of “learning laboratories” and their use in this area, an exploration of “New Issues and Challenges for System Dynamics”, and a discussion of the use of system dynamics models in organizational learning.

- [4.5:1:915] *Kleiner, Art, “Chapter 3 draft” in The Age of Heretics (October 11, 1992). pp. 26-28, 33-37, 42-43, 54, 56, 59-60 + 67. Annotated throughout.*

A draft of Millenarians, a chapter from The Age of Heretics by Art Kleiner, which discusses Willis Harman’s spiritual experience, his biography, his experiences using LSD at the “Sequoia Seminars . . . in which people studied the life of the historical Jesus Christ as a model for how to live”, and with Oliver “Mark” Markley, a student of Harman’s at Stanford, Markley’s subsequent education and career, the influence of Herman Kahn, the link between phenomenon explored by both Harman and Pierre Wack relating to scenarios planning, a “paradigm shift” where “People would have to learn to give up their competitiveness . . . Government would have to learn to adopt an ecological ethic”, described by Willis Harman “as nothing less than a complete transformation of the country’s prevailing view of the world, on which people based their hopes and dreams”.

- [4.5:1:920] *Markley, O. W., “Explaining and Implementing Futures Research: Part I—A Developmental Perspective” and “Explaining and Implementing Futures Research: Part II—More Architectures for Anticipatory Management”, in Didsbury, Howard F., Jr. (ed.), The Future: Opportunity Not Destiny, A book of readings for the World Future Society’s Sixth General Assembly “Future View: The 1990’s and Beyond”, Washington D.C., July 16-20, 1989 (Bethesda, MD: World Future Society, n.d. [1989?]). pp. 183-213. Photocopy.*

Two book chapters from The Future: Opportunity Not Destiny, edited by Howard F. Didsbury, Jr. on futures research. The first explores the question “What are the major problems faced by practitioners of the professional futures field?” by addressing two concerns: “1. How to explain the futures field to those who are unfamiliar with its unique outlook, assumptions and methods—debunking preconceived notions and setting realistic expectations for what it entails; and 2. How to achieve successful implementation of forecasts and other futures research results, especially in organizational cultures in which decision-making based on credible foresight is not readily supported.” The second chapter aims “to convey several process ”architectures“ which are especially

appropriate for anticipating and detecting what was defined in Part I as "Type IV" (high turbulence) environments, a hitherto left out aspect of most issues management methodologies".

- [5.1:1:962] *Lovins, Amory B., letter to Studds, Gerry E. (April 16, 1988) and Lovins, A. B. and Lovins, L. H., "Arctic Pipelines", in Lovins, A. B. and Lovins, L. H., Brittle Power: Energy Strategy for National Security (Andover, MA: Brick House Publishing, 1982). 12 pp.*

A letter from Amory Lovins to Hon. Gerry E. Studds, Chairman of the Subcommittee on Fisheries and Wildlife Conservation and the Environment, of the Committee on Merchant Marine and Fisheries, of the U.S. House of Representatives, which serves as a "brief for-the-record response to the "Critique #20" by Ursula Guerrieri of the American Petroleum Institute" which itself is a response to "a ... draft op-ed which [Lovins] prepared ... for a newspaper ... [which] was not in fact published" in which Lovins argues that "ANWR oil is not worth extracting" and offers alternatives. After an introduction the letter is divided into the following sections: "Premises", "Potential ANWR Petroleum Resources and Reserves", "Lead times and piece trajectories", "Potential oil savings in buildings", "Light vehicles revisited", "Why isn't it happening already?", "Costs of saving oil", "Macroeconomic effects" and "Opportunity costs". The last two pages consist of an extract from Brittle Power: Energy Strategy for National Security by Amory Lovins and L. H. Lovins, which looks at the "unique and daunting vulnerabilities" presented by the Trans-Alaska Pipeline System (TAPS), "because of its remoteness, length and special construction."

- [5.1:1:963] *Kleiner, Art, "Against the grain of social responsibility at Shell" in The Age of Heretics (March 6, 1995). pp. 647, 650-665. Annotated throughout.*

Part of a chapter from an unknown book by Art Kleiner [probably The Age of Heretics but date might be slightly too late?] which explores social responsibility at Shell, including Shell's group planning department, the development of scenario planning and the role of Amory Lovins in this department, with reference to Pierre Wack, Ted Newland, Herman Kahn and Stewart Brand. Handwritten corrections by Amory Lovins appear throughout.

- [5.1:2:1033] *Kleiner, Art, letter to Brower, David (June 4, 1995) and a draft of a section of The Age of Heretics (n.d.). Annotated throughout.*

A letter from Art Kleiner to David Brower, asking Brower for any notes on two sections of The Age of Heretics [a book by Art Kleiner] which Brower features in, and drafts of these sections, which look at David Brower and the oil industry, and Amory Lovins.

- [5.2:1:1066] *No author, "How can individuals in business work proactively to develop successful strategies and new models that are conscious of earth's precarious condition? : Ecotech Conference" (The Tides Foundation, November, 1991). 28 pp. Original publication. Annotated throughout.*

A book of information relating to the 14-17 November, 1991 Ecotech Conference, at the Monterey Conference Center in Monterey, CA, including a program, information about the speakers, information about

restaurants in Monterey, “End Notes” thanking the supporters of the Ecotech Conference, a sheet for feedback, information about the “Ecotech Participants” and a space for “Notes”. Speakers and/or participants include Paul Hawken, Peter Schwartz, Stewart Brand, Amory Lovins, Napier Collyns and Art Kleiner. Art Kleiner has produced sketches of the speakers and written extensive notes throughout, including on the covers, with reference to scenario planning and Royal Dutch/Shell.

- [5.2:1:1068] *No author, “Global Business Network Worldview Meeting : November 17 & 18, 1991 : Monterey, California : Attendees” (November 17-18, 1991). 2 pp.*

A list of attendees at the Global Business Network WorldView Meeting, November 17-18, 1991, divided into “Network Members”, including Amory Lovins “WorldView Members”, “Guests”, including Art Kleiner, and “Staff Members”, including Stewart Brand and Napier Collyns.

- [5.2:2:1102] *Kleiner, Art, letter to Michael Maccoby (January 12, 1988). 2 pp.*

A letter from Art Kleiner to Michael Maccoby enquiring into the possibility of arranging an interview with Maccoby for an article Kleiner was writing “about the process by which previously unthinkable or unusual ideas – what might be called “consequential heresy” – comes to influence planning and thinking within corporations.”

- [5.3:1:1135] *Tibbs, Hardin, “How Many ‘Amorys’ Does It Take to Save the World?” (Global Business Network, March, 1992). 19 pp. Original publication.*

An account of the GBN [Global Business Network] WorldView Meeting in Aspen, Colorado, March 29-31, 1992, including an overview of a talk from and discussion with Donella Meadows on the ideas explored by Beyond the Limits, a follow up to The Limits to Growth, an MIT report sponsored by the Club of Rome which argued “that population and industry cannot continue to grow at snowballing rates without catastrophe”, and an overview of a talk by and discussion with Amory Lovins on the progress of energy efficiency and his work in this field.

- [5.3:2:1144] *No author, Pathways for change in the Middle East (Royal Dutch/Shell, Group Planning Department, May, 1991). 40 + xxviii pp. Original publication.*

A draft of a paper by Royal Dutch/Shell’s Group Planning Department, marked confidential, which “seeks to describe and analyse the dimensions of change and conflict in the Middle East; and to assess the impact of Middle-East uncertainties on the business environment of the next 20 years”, with the focus being on “Iraq, Syria, Jordan, Kuwait, Yemen, Oman, Saudi Arabia and the Gulf States” and Egypt. The document is in five sections. Section 1 “launch[es] directly into how the region may evolve from its present situation into the three directions described by three scenarios”, section 2 describes these scenarios [“Disciplined Growth”, “Developing Cohesion” and “Perpetual Frustration”] and looks at “linkages between” them. Section 3 “distinguish[es] the significant elements of these distinctive [social and economic] characteristics [of the Middle East], building up a picture of the “geo-economics” of the region, the sources from which it has inherited its nature, and the direction of its momentum”, and Section 4 “isolate[s] the principal

forces of rapid change – the forces which (in many cases) have taken Middle Eastern leaders by surprise ... [and] have provided impetus for events of the past 5-10 years, and will take on importance during the next 20.” Section 5 “look[s] at the implications of these scenarios for the business environment – particularly for the energy industry” and “also comment[s] on the prospects and challenges for the Royal/Dutch Shell group of companies.” There are also three appendices: “Regional Security in the Middle East”, “Demography of the Middle East” and “Water”.

- [5.3:2:1145] *No author, multiple pages of charts and statistics [relating to Pathways to the Middle East (Royal Dutch/Shell, Group Planning Department, n.d.)?]. 57 pp.*

A series of documents featuring a variety of charts, graphs and statistics, presumably gathered during research on the Royal Dutch/Shell Group Planning Department paper, Pathways for Change in the Middle East, which “seeks to describe and analyse the dimensions of change and conflict in the Middle East; and to assess the impact of Middle-East uncertainties on the business environment of the next 20 years.”

- [5.3:2:1146] *No author, “Introduction”, “1. The Distinctive Social and Economic Characteristics of the Middle East”, “2. The Driving Forces for Change in the Middle East”, and “3. Towards Scenarios”, in Pathways for change in the Middle East: Draft Version A ([Royal Dutch/Shell, Group Planning Department, March 13, 1991). 18 pp. Annotated throughout.*

A draft of the “Introduction” and first three sections of Pathways for Change in the Middle East, a paper published by Royal Dutch/Shell’s Group Planning Department, which “seeks to describe and analyse the dimensions of change and conflict in the Middle East; and to assess the impact of Middle-East uncertainties on the business environment of the next 20 years”, with the focus being on “Iraq, Syria, Jordan, Kuwait, Yemen, Oman, Saudi Arabia and the Gulf States” and Egypt. Section 1 “launch[es] directly into how the region may evolve from its present situation into the three directions described by three scenarios”. Section 2 describes these scenarios [“Disciplined Growth”, “Developing Cohesion” and “Perpetual Frustration”] and looks at “linkages between” them. Section 3 “distinguish[es] the significant elements of these distinctive [social and economic] characteristics [of the Middle East], building up a picture of the “geo-economics” of the region, the sources from which it has inherited its nature, and the direction of its momentum.”

- [5.3:2:1147] *No author, “Contents”, “Introduction”, “1. The Distinctive Social and Economic Characteristics of the Middle East”, “2. The Driving Forces for Change in the Middle East”, and “3. Towards Scenarios”, and various diagrams, in Pathways for change in the Middle East: Draft Version A ([Royal Dutch/Shell, Group Planning Department, March 14, 1991). 26 pp. Annotated throughout.*

A draft of the “Introduction” and first three sections of Pathways for Change in the Middle East, a paper published by Royal Dutch/Shell’s Group Planning Department, which “seeks to describe and analyse the dimensions of change and conflict in the Middle East; and to assess the

impact of Middle-East uncertainties on the business environment of the next 20 years”, with the focus being on “Iraq, Syria, Jordan, Kuwait, Yemen, Oman, Saudi Arabia and the Gulf States” and Egypt. Section 1 “launch[es] directly into how the region may evolve from its present situation into the three directions described by three scenarios”. Section 2 describes these scenarios [“Disciplined Growth”, “Developing Cohesion” and “Perpetual Frustration”] and looks at “linkages between” them. Section 3 “distinguish[es] the significant elements of these distinctive [social and economic] characteristics [of the Middle East], building up a picture of the “geo-economics“ of the region, the sources from which it has inherited its nature, and the direction of its momentum”, including a number of diagrams.

- [5.3:2:1148] *No author, “Introduction”, “1. The Distinctive Social and Economic Characteristics of the Middle East” in Pathways for change in the Middle East: Draft Version B ([Royal Dutch/Shell, Group Planning Department], March 27, 1991). 6 pp. Annotated throughout.*

A draft of the “Introduction” and first section of Pathways for Change in the Middle East, a paper published by Royal Dutch/Shell’s Group Planning Department, which “seeks to describe and analyse the dimensions of change and conflict in the Middle East; and to assess the impact of Middle-East uncertainties on the business environment of the next 20 years”, with the focus being on “Iraq, Syria, Jordan, Kuwait, Yemen, Oman, Saudi Arabia and the Gulf States” and Egypt. Section 1 “launch[es] directly into how the region may evolve from its present situation into the three directions described by three scenarios”.

- [5.3:2:1149] *No author, draft of “2. Seven Forces Driving Change” in Pathways for change in the Middle East ([Royal Dutch/Shell, Group Planning Department], April 3, 1991). 8 pp. Annotated throughout.*

A draft of the section 2 of Pathways for Change in the Middle East, a paper published by Royal Dutch/Shell’s Group Planning Department, which “seeks to describe and analyse the dimensions of change and conflict in the Middle East; and to assess the impact of Middle-East uncertainties on the business environment of the next 20 years”. This section describes “Seven Forces Driving Change”: “Israel: the festering sore”, “Oil: Uncertain demand”, “U.S. and Soviet presence: easing away”, “The demographic pressure cooker”, “Water: scarcer than oil”, “Patchy but increasing modernisation”, and “A new interest in political change”. Extensive typewritten annotations form large parts of the text.

- [5.3:2:1150] *van Gemen, R. A., draft of “Water” in Pathways for change in the Middle East ([Royal Dutch/Shell, Group Planning Department], 1991). 3 pp.*

A draft of part of section 2, “The Driving Forces for Change in the Middle East” from Pathways for Change in the Middle East, a paper published by Royal Dutch/Shell’s Group Planning Department, which “seeks to describe and analyse the dimensions of change and conflict in the Middle East; and to assess the impact of Middle-East uncertainties on the business environment of the next 20 years”. This section

examines the consequences and issues around the scarcity of water as a resource in the Middle East.

- [5.3:2:1151] Wildig, A., “Briefing Note for M. Pardier, Chief Executive of Shell Francais” (March 20, 1991). 5 pp.
A “Briefing Note for M. Pradier, Chief Executive of Shell Francais”, which contains information on the economic and environmental impact of the sabotage and burning of a vast amount of Kuwaiti oil wells during the Gulf War, oil spills in the Gulf, the impact of the Gulf War on oil supply, and a question concerning “evidence for a move towards a more equitable distribution of oil wealth in the Arab Peninsula to obviate the ‘wealth gap’.”
- [5.3:2:1152] No author, *Pathways for change in the Middle East (Royal Dutch/Shell, Group Planning Department, March 20, 1991)*. 34 pp. Photocopy.
The ninth draft of a paper published by Royal Dutch/Shell’s Group Planning Department, which “seeks to describe and analyse the main dimensions of uncertainty, change and conflict within the Middle East in order to assess their impact on the medium to long term business environment” with the focus being “on the Arabian Peninsula, its internal structure and external relationships. This draft is in six sections. Section 1 “describe[s] the distinctive structural features of the economies and societies of the middle east“. Section 2 “isolate[s] the principal forces of rapid change operating in the region ... [which will] provide the main dynamic impetus during the scenario period“. Section 3 “sets out to identify ... clashes [“between the structural inheritance of the region and the driving forces acting upon it” which have been seen in the recent past and will continue into the future.] Section 4 “begins the process of scenario planning by exploring some possibilities for resolution of these clashes.” Sections 5 and 6 “continue the process of building scenarios, whereby the responses to the clashes are grouped in a consistent way to describe [the] choice of scenarios, which are then described.”
- [5.3:2:1153] No author, *Pathways for Change in the Middle East: Cover Page (Royal Dutch/Shell, Group Planning Department, January, 1991)*. 1 pg. Photocopy.
The cover page of a draft of a paper published by Royal Dutch/Shell’s Group Planning Department, *Pathways for Change in the Middle East*.
- [5.3:2:1154] No author, “Questions for Peter Schwartz” (January 12, 1989). 3 pp. Annotated throughout.
A list of questions to ask Peter Schwartz, presumably in an interview, relating to “The energy crisis” and Schwartz’s work at Shell.
- [5.3:2:1155] Schwartz, Peter, “What Happened to the Energy Crisis? The Dilemma of an Energy Decision Maker in a Dynamic World” in Hollander, Jack M., Brooks, Harvey and Sternlight, David (eds.), *Annual Review of Energy, Volume 12 (Palo Alto, CA: Annual Reviews Inc., 1987)*. pp. 397-415. Photocopy. Annotated throughout.
A chapter of Volume 12 of the Annual Review of Energy, which consists of “the edited transcript of a speech delivered by the author [Peter Schwartz] on November 15, 1985, at the Hollowell lecture of the Lawrence Berkeley Laboratories” and which looks at “the energy cri-

sis”, why it appears to have disappeared from public perception, and how “an energy decision maker” should act in this environment.

- [5.3:2:1156] *Leslie E. Grayson, Who and How in Planning for Large Companies : Generalizations from the Experiences of Oil Companies: Cover Page (n.d.). 2 pp. Photocopy.*

A brief section titled “Historical depth and hubris” from an unknown publication, which refers to Peter Schwartz discussing “a connection between ”historical depth“ and the relative behavior of Shell and Exxon as companies in 1985, facing an imminent oil price collapse.”

- [5.3:2:1158] *Solomon, Caleb, “Oil Price Rise Doesn’t Spur U.S. Drilling : Such Events as Valdez Spill Are Factors in Slump”, The Wall Street Journal (New York, NY, July 19, 1989). pp. B1-B2. Tear sheet.*

An article in The Wall Street Journal which explores factors for a slump in the oil industry and the impact this is having on the actions of oil corporations.

- [5.4:1:1174] *Lawson, Dominic, “Still trying to prove itself to the City; Britoil”, Financial Times (March 23, 1984). pp. 37-40.*

An article reporting “on the current demands and future pressures on Britain’s largest independent oil company”, Britoil.

- [5.4:1:1175] *Felton, Richard (ed.), Shell World, Vol. 12, No. 2 (April/May, 1987). 31 pp. Original publication.*

The April/May, 1987 issue of Shell World, including the following articles: “Space Shot : Oil explorers on land have powerful tools in space gathering valuable information before they start work in new territory.”, “The Fight Against Fungus : One of mankind’s struggles against nature, which reaches back to the earliest civilisations, still goes on today.”, “Billiton : The Group’s metals business has known hard times recently. A new strategy has been evolved to get it back on course.”, “Light Enterprise : The grey skies of Northern Europe may belie the potential of solar power as an energy source for the future.”, “Last Stop Before the Sahara : An oil shale project at Tarfaya in Western Morocco has given an opportunity for an ecological study of the area.”, “Coping with Chemical Risk : This is European Year of the Environment. How do we assess the benefits and risks of modern industry?”, “Water : Deserts are, by definition, arid places. So how do the men that work there get the water they need to carry on[?]”, “Houson ’87 : A look at the town where the 12th World Petroleum Congress - the oil industry’s ”Olympics“ - is to be held during April.”, and “Rocket : During the 1940s Shell scientists helped with Britain’s first, faltering footsteps into the space age.”

- [5.4:1:1176] *No author, Shell World, No. 2 (April, 1988). 31 pp. Original publication.*

The April, 1988 issue of Shell World, including the following articles: “Thailand : Shell companies have been trading in south-east Asia for nearly 100 years. Today, their spread of business is wider than ever, with interests in oil production onshore and offshore, refining and chemicals as well as tin smelting and forestry.”, “Venture overseas : An SIPC management trainee joined Operation Raleigh and found that when

the going gets tough, the tough get going.”, “Laying it on the line : Protecting the environment from the waste products of industry is a responsibility of line management. That is the view of Group managing director Huug van Engelshoven.”, “Concawe : The watchdog organization of European oil companies which deals with environmental matters celebrates its 25th anniversary this year.”, “EYE : European Year of the Environment ended last month. Shell companies have made individual contributions - but not only in Europe.”, and “Louvain-la-Neuve : A new laboratory near Brussels has given a further boost to Group Research in petrochemicals.”

- [5.4:1:1177] *No author, “Statement of General Business Principles” (Royal Dutch/Shell Group of Companies, June 1988). 8 pp. Original publication.*

A leaflet which “updates the general business principles on which the conduct of the affairs of companies of the Royal Dutch/Shell Group is predicated”. The principles outlined are: “Objectives”, “Responsibilities”, “Economic Principles”, “Voluntary Codes of Conduct”, “Business Integrity”, “Political Activities”, “Environment”, “Grants and General Community Projects” and “Information”.

- [5.4:1:1180] *No author, “Headliners : Vindicated”, The New York Times (New York, NY, June 23, 1991). pp. 7-8. Tear sheet. Annotated throughout.*

A column in the “Headliners” section of The New York Times under the heading “Vindicated” about a lawsuit surrounding the firing of “Jeffery Collins, director of therapeutic products for a Shell Oil subsidiary ... solely because he was a sexually active homosexual.”.

- [5.4:1:1182] *Crawford, Alexander, “GBN WorldView Meeting” (December, 1990). 12 pp. Annotated throughout.*

A report recounting the 6-7 December, 1990 Global Business Network [GBN] WorldView meeting in Paris, including an overview of a talk by Peter Schwartz “describing the uncertainties inherent in our way of thinking”, and a discussion by Arie de Geus, “former director of the Shell International Petroleum Company” on Shell’s engagement “in network and alliance-building”.

- [5.4:1:1183] *Herkströter, C. A. J., “Images of Europe” (Group Public Affairs, Shell International Petroleum Company Ltd., October, 1990). 7 pp. Photocopy. Annotated throughout.*

The transcript of “An address to the Congress of the International Textile Manufacturers’ Federation : Amsterdam, 1 October 1990” by “Cornelius (Cor) Herkströter[,] ... a managing director of the Royal Dutch/Shell Group of Companies” in which Herkströter describes “some images of Europe, some views from the perspective of a representative of a multinational group” in the form of “some of [Shell’s] recent work on scenarios for Europe”, and then “touch[es] briefly on some of the implications for government policy and corporate strategy.”

- [5.4:1:1186] *No author, “Title Index, Reports 156-167 : January-December 1988”, “Companies Index 1987” and “Companies Index 1988” (Environmental Data Services Ltd, 1988). 19 pp. Original publication.*

The “Title Index To ENDS [Environmental Data Services] Reports 156 to 167, 1988”, consisting of the listings of “Each article published in the ENDS Report, except ‘company news’, during 1988”, the “Companies Index” for “all companies mentioned (in Focus, Bulletin, Company News, Features or Briefing) in ENDS Reports 144-155 (January-December 1987)” and the “Companies Index” for “all companies mentioned (in Focus, Bulletin, Company News, Features or Briefing) in ENDS Reports 156-167 (January-December 1988).”

- [5.4:1:1187] *No author, “The ENDS Report : Title Index, Reports 168-179 : January-December 1989”, and “Companies Index 1989” (Environmental Data Services Ltd, 1989). 18 pp. Original publication.*

The “Title Index To ENDS [Environmental Data Services] Reports 168 to 179, 1989”, consisting of the listings of “Each article published in the ENDS Report, except ‘company news’, during 1989”, and the “Companies Index” for “all companies mentioned (in Focus, Bulletin, Company News, Features or Briefing) in ENDS Reports 144-155 (January-December 1989).”

- [5.4:1:1188] *No author, ENDS Report 182 (Environmental Data Services Ltd, March, 1990). 40 pp. Original publication.*

Report 182 by ENDS [Environmental Data Services] which includes the following articles: “Left Develops Ideas on Green Taxes”, “Budget Move May be Insufficient to Stimulate Unleaded Petrol Sales”, “Annual Digest Shows Environmental Trends”, “Britain’s ”Dirtiest Factory“ Closes”, “Lethal Chemical Leak Puts Spotlight on Wood Preserving Sector”, “Aquifer Pollution Embarrasses Harwell”, “HMIP to Grow Own Inspectors After Recruitment Drive Disappoints”, “Liability for Pesticide Pollution May be Tested in Cornwall”, “New Cryptosporidiosis Outbreak Linked Definitively to Water Supply”, “Electronics Industry to Benefit from ICI’s First Break with CFC Replacement Strategy”, “Novel Insulation Material May Challenge CFC-Blown Foams” and “DoE Sponsors Research on Low-Solvent Paints”. Also included is a section on “Waste Management”, a section on “Water Management”, a section titled “Business Environment : Green Issues and the Management Agenda”, articles about the impact of the green movement on the marketplace, and a “Briefing” section, with subsections titled “Parliament”, “Britain”, and “Europe”.

- [5.4:1:1189] *van Wachem, L. C., Market prospects and corporate strategies (Group Public Affairs, Shell International Petroleum Company Ltd, [October, 1989). 9 pp. Original publication.*

The transcript of “A presentation to the 10th annual International Herald Tribune/Oil Daily conference : London, 20 October 1989” by L. C. van Wachem, “President of Royal Dutch Petroleum Company and chairman of the Committee of Managing Directors of the Royal Dutch/Shell Group of Companies” in which van Wachem addresses “the political developments now taking place in Eastern Europe and the USSR” and “the rate at which environmental issues have drawn public concern”, “touch[es] on a possible forking of the route, one track leading darkly towards the risks of trade protectionism, the other ... to more free trade, wider opportunities and global economic growth” and “outline[s] how

... the Shell Group aim[s] to manage such issues and the factors [they] consider most relevant for corporate survival and continuing success.”

- [5.4:1:1190] *No author, “Better Environment Awards for Industry 1990” (London, UK: Better Environment Awards for Industry, RSA). 6 pp. Trifold leaflet.*

A leaflet containing information about “the Better Environment Awards for Industry” which “aim[s] to identify, encourage and promote technology, design and management initiatives which have helped to protect and/or improve the environment”, sponsored by The Environment Foundation, The Department of the Environment, Shell UK Limited.

- [5.4:1:1191] *No author, “Global Climate Change”, Management Brief (March, 1990). 6 pp.*

The “Global Climate Change” issue of Management Brief, a newsletter produced by Shell, informing “Shell companies” about environmental issues such as the greenhouse effect.

- [5.4:1:1192] *van Engelshoven, J. M. H., Business and the environment: an industry view (Group Public Affairs, Shell International Petroleum Company Ltd, n.d. March, 1990). 7 pp. Original publication.*

The transcript of an “Address to Coopers & Lybrand Deloitte/The Times Conference on business and the environment [sic] : London, 27 March 1990” by J. M. H. van Engelshoven, “A Group managing director of the Royal Dutch/Shell Group”, in which van Engelshoven argues that “business should become part of the environmental solution, the provider of the resources needed to improve our world for the better rather than being portrayed as the problem.”

- [5.4:1:1194] *Graham-Bryce, Ian, Environmental responsibilities - an industry view (Group Public Affairs, Shell International Petroleum Company Ltd, September, 1988). 7 pp.*

A paper “based on a presentation to an international seminar on ‘Environmental Problems; Priorities and Policies’ at King’s College, London”, in which the author discusses the “industry view” of environmental responsibilities, arguing that “the essential principle is that industrial activities should be managed so that they do not cause unacceptable damage to the environment”, with “the definition of acceptability” being “the subject of much of the” paper.

- [5.4:2:1195] *No author, Royal Dutch Petroleum Company : Annual Report 1988 (London, UK: Royal Dutch Shell, 1988). 52 pp. Original publication.*

The 1988 annual report for the Royal Dutch Petroleum Company (Shell). The report includes a foreword by L. C. van Wachem, President of the Royal Dutch Petroleum Company, which looks back at the achievements and highlights of 1988. The contents of the report fall under two headings: sections under “Royal Dutch Petroleum Company” include “Royal Dutch highlights”, “Supervisory Board”, “Board of Management”, “To the Shareholders”, “Annual Report”, “Annual accounts”, “Other information” and “Report of the Auditors”; sections under “Royal Dutch/Shell Group of Companies” include “Group highlights”, “Discussion and analysis of financial condition and results of operations”, “Earnings: by in-

dustry segment”, “Research and development”, “Structure of the Group”, “Operating Companies - Group and associated”, “Holding and Service Companies - Management”, “Report of the Auditors”, “Financial statements”, “Supplementary information - oil, gas and coal reserves”, “Summarized financial data”, and “Operational comparisons 1984-1988”.

- [5.4:2:1196] *Pecchioli, Frank, Manpower requirements to the year 2000 (Group Public Affairs, Shell International Petroleum Company Ltd, October, 1988). 7 pp. Original publication.*

A paper “presented to the European Petroleum Conference (EUROPEC), London, 17 October 1988” which “aim[s] to explain why the manpower outlook gives more cause for concern than might ... be expected, and what needs to be done about it”, arguing that “This ... is a situation that demands widespread attention and will require concerted industry action if skills shortages are not to hold back the development of our industry.”

- [5.4:2:1197] *No author, PA Interchange, No. 11 (April, 1987). 8 pp. Original publication.*

An “Environmental Extra” issue of PA Interchange, a newsletter, which features a number of short articles about environmental issues relating to industry, with a particular focus on Royal Dutch/Shell.

- [5.4:2:1198] *Dickey, Peter and Jones, Murray, Environmental aspects of decommissioning a major oil refinery (Group Public Affairs, Shell International Petroleum Company Ltd, October, 1987). 6 pp. Original publication.*

A paper “Based on a presentation at a Shell Internationale Petroleum Maatschappij seminar on soils and groundwater, The Hague”, which explores the issues surrounding the decommissioning of “Shell Canada’s Oakville refinery” and subsequent efforts “to put the site back to commercial and residential use”, as “a valuable environmental case study.”

- [5.4:2:1199] *No author, Royal Dutch Petroleum Company : Annual Report 1989 (London, UK: Royal Dutch Shell, 1989). 54 pp. Original publication.*

The 1989 annual report for the Royal Dutch Petroleum Company (Shell). The report includes a foreword by L. C. van Wachem, President of the Royal Dutch Petroleum Company, which looks back at the achievements and highlights of 1989. The contents of the report fall under two headings: sections under “Royal Dutch Petroleum Company” include “Royal Dutch highlights”, “Supervisory Board”, “Board of Management”, “To the Shareholders”, “Annual Report”, “Annual accounts”, “Other information” and “Report of the Auditors”; sections under “Royal Dutch/Shell Group of Companies” include “Discussion and analysis of financial condition and results of operations”, “Earnings: by industry segment”, “Research and development”, “Shell in society”, “Structure of the Group”, “Holding and Service Companies - Management”, “Operating Companies - Group and associated”, “Report of the Auditors”, “Financial statements”, “Supplementary information - oil, gas and coal reserves”, “Summarized financial data”, and “Operational comparisons 1985-1989”.

- [5.4:2:1200] *No author, "Forestry and the Environment", Management Brief (June, 1989). 3 pp.*
The "Forestry and the Environment" issue of Management Brief, a newsletter produced by Shell, informing Shell companies about environmental issues surrounding forestry, such as deforestation and forestry plantations.
- [5.4:2:1201] *Davis, Ged, Global warming: the role of energy efficient technologies (Group Public Affairs, Shell International Petroleum Company Ltd, October, 1989). 7 pp. Original publication.*
A paper "Based on a paper presented in Paris to an IEA/OECD expert seminar on 'Energy technologies for reducing emissions of greenhouse gases'", which "considers the issue of global warming and energy usage", with "the potential for harnessing key technologies to save energy ... discussed."
- [5.4:2:1202] *Herkströter, C. A. J., European integration - a shared responsibility (Group Public Affairs, Shell International Petroleum Company Ltd., November, 1989). 6 pp. Original publication.*
The text of an address "at the presentation of Euro Top 500 by the European Business Press Federation to members of the European Parliament, Brussels, 17 November 1989" by C. A. J. Herkströter, "A managing director of the Royal Dutch Petroleum Company and a Group managing director of the Royal Dutch/Shell Group of companies" in which Herkströter "share[s] ... some thoughts on how Community legislation should be developed by policy makers and also on the responsibilities which [Shell] and other organisations in the business world can assume in this historic process ... [such as] to participate in the public policy debate and contribute to a better understanding of economic and social change". Herkströter addresses "environmental protection and the development of Southern Europe's energy markets" in this context.
- [5.4:2:1203] *No author, "Good Business" (London, UK: Shell U.K. Limited, n.d.). 36 pp. Original publication.*
A booklet describing various "community schemes with which Shell UK is associated" in the company's aim to provide community support in "education, environment, enterprise and the arts."
- [5.4:2:1204] *No author, "Policy Guidelines on Health, Safety and Environmental Conservation" (Royal Dutch Shell, August, 1985). 1 pg. Original publication.*
A "statement ... [which] sets out to guide individual Shell companies on health, safety and environmental conservation matters."
- [5.4:2:1205] *Pikaar, Jim, Braithwaite, John and Cox, Tony, Process safety assessment of new and existing plants (Group Public Affairs, Shell International Petroleum Company Ltd., September, 1986). 5 pp. Original publication.*
A paper presented at the "International Symposium on Loss Prevention and Safety Promotion in the Process Industries, Cannes" which "deal[s] with the way process engineers help to make plants safe", concentrating "on the safety assessment of a plant as designed and built".

- [5.4:2:1206] *Somerville, Hugh, Oil and gas exploration of UK estuaries: environmental considerations (Group Public Affairs, Shell International Petroleum Company Ltd., October, 1986). 6 pp. Original publication.*
A paper “Based on a presentation to the Council of Europe’s Advanced Course Criteria for Management of Estuarine Systems at Southampton University” which explains that “An important ingredient of [”Shell UK’s oil and gas exploration [which] takes place in certain busy estuaries, much closer to the shore than in the North Sea[”] has been the environmental aspects, which have involved extensive consultation and study ... provid[ing] an opportunity to describe one way in which questions of environmental impact can be considered when undertaking similar exploration activities”, and discusses this subject.
- [5.4:2:1207] *No author, Shell World : The Spice of Business : Back in the beginning: Trading in metals, No. 1, (February, 1990). 31 pp. Original publication.*
The February, 1990 issue of Shell World, including the following articles: “The spice of business opportunity : The fabled Spice Islands of the Indonesian archipelago have long been a magnet for merchants and venturers. Today Shell Companies in Indonesia are ready to take advantage of teh favourable business climate.”, “Back in the beginning : Royal Dutch Petroleum was founded in Sumatra in 1890. A photo essay looks at the early years of the oil industry.”, “The far frontiers : Looking for oil in the waters off the Alaskan coast and the Gulf of Mexicao provide Shell Oil Exploration with different, yet equally difficult, challenges.”, and “Trading places : Metals, like oil, are traded as commodities. Mike Moss looks at one of the most powerful barometers of the markets, the London Metal Exchange.”
- [5.4:2:1209] *Lohmann, Larry, “Commercial Tree Plantations in Thailand: Deforestation by Any Other Name”, The Ecologist, Vol. 20, No. 1 (January/February, 1990). pp. 9-18. Tear sheets.*
An article in The Ecologist which argues that ””The proponents of large-scale industrial afforestation schemes in Thailand are using environmental concerns as a smokescreen for the commercialization of common lands and the destruction of the rural subsistence economy, with a focus on Shell.
- [5.4:2:1210] *Anderson, Dennis, Economic growth and the environment (Group Public Affairs, Shell International Petroleum Company Ltd., February, 1990). 11 pp. Original publication.*
“”An edited version of a background paper prepared for the 1989 Royal Dutch/Shell Group Planning Scenarios” which argues that questions such as “How might economic output be affected by environmental concerns in the coming decades? [and] What are the implications for the economies of the developing countries, whose per capita demands for commercial energy and industrial products are still less than one-tenth of those of the industrial countries while their populations will soon be ten times larger?”, which “have been brought to prominence by growing public concerns for environmental issues such as global climate change, ozone depletion, acid rain, deforestation, the loss of biodiversity and

waste disposal”, “can only be addressed by reference to societies’ policies towards economic growth and the environment”, exploring how, due to it being “widely accepted that, with a proper allocation of resources to environmental maintenance and investment, it should be possible for economic growth to be sustained, and in some cases, increased in the long term”, “environmental maintenance and investment have thus become essential elements in policies for economic growth and development”.

- [5.4:2:1211] *Anderson, Dennis, Economic growth and the environment (Group Public Affairs, Shell International Petroleum Company Ltd., February, 1990). 11 pp. Original publication.*

“An edited version of a background paper prepared for the 1989 Royal Dutch/Shell Group Planning Scenarios” which argues that questions such as “How might economic output be affected by environmental concerns in the coming decades? [and] What are the implications for the economies of the developing countries, whose per capita demands for commercial energy and industrial products are still less than one-tenth of those of the industrial countries while their populations will soon be ten times larger?”, which “have been brought to prominence by growing public concerns for environmental issues such as global climate change, ozone depletion, acid rain, deforestation, the loss of biodiversity and waste disposal”, “can only be addressed by reference to societies’ policies towards economic growth and the environment”, exploring how, due to it being “widely accepted that, with a proper allocation of resources to environmental maintenance and investment, it should be possible for economic growth to be sustained, and in some cases, increased in the long term”, “environmental maintenance and investment have thus become essential elements in policies for economic growth and development”.

- [5.5:1:1212] *No author, “Air pollution: an oil industry perspective” (London, UK: The Shell Briefing Service (sbs), No. 1, 1987). 9 pp. Original publication.*

The first issue of SBS (The Shell Briefing Service), “prepared as an information brief for companies of the Royal Dutch/Shell Group”, looking at “Environmental concerns”, “Mobile sources” and “Stationary sources” of air pollution, as well as providing an overview of “The main pollutants” and exploring this from “an oil industry perspective”.

- [5.5:1:1213] *No author, Shell Review (June, 1989). 59 pp. Original publication.*
A 1989 “reference book, updated annually, on the activities of the Royal Dutch/Shell Group of Companies in the context of the oil, natural gas, coal, chemicals and metals industries.”

- [5.5:1:1215] *Alignment Sub-Team, letter to Corporate Leadership Group (January 9, 1997) and no author, Shell Oil Company : A Story of Achievement (n.d.). 1 + 16 pp. respectively. Photocopy.*

Two documents stapled together. The first is a letter from “Alignment Sub-Team” to “Corporate Leadership Group” which explains the purpose of the sub-team, being “to develop insights and recommendations related to the heart of the transformation triangle - alignment”, discusses the importance of legacy to Shell Oil Company, asks “How do we

[“the current leadership of Shell Oil Company”] want to add to Shell’s legacy? What do we want to leave as a bequest to the generation of employees following us? What are we doing now to ensure a valuable legacy for those we leave behind?”, referring to the attached, second document. The second document is Shell Oil Company : A Story of Achievement, “which chronicles the achievements of Shell Oil Company from its beginnings to 1984.”

- [5.5:1:1220] *No author, Patterns of Change in Complex Systems : Report to the Planning Group : Shell International Petroleum Company (Corporate Renewal Associates, n.d.). 69 pp. Photocopy.*

A report, marked “confidential”, carried out by Corporate Renewal Associates [CRA] on behalf of the Planning Group of Shell International Petroleum Company, which explores “the resolution of certain paradoxes which have been identified by senior management [at Shell] and the measurement of the strengths and weaknesses of the Group’s ‘culture’ against future needs”, for which CRA “examine[d] four major companies [BP, ICI, Unilever and General Electric] which are perceived to have achieved fundamental change in recent years in the quality of their performance and their overall vision or frame of reference”, with the purpose being to describe and examine the origins and energy for change in each company, the sequence of events which occurred and the extent of achievements secured in both strategic direction and supporting culture, to see whether there are common elements and significant patterns of change.“ The report also “draw[s] on experience of comparable changes in three other organisations - Tate & Lyle, National Freight Consortium and Jaguar - to contrast the processes of change in smaller corporations, which have experienced either a crisis in financial performance or a radical change in relationship to their environment, or both.””.

- [5.5:1:1221] *No author, Shell in Chemicals (Shell International Chemical Company Ltd, February, 1987). 20 pp. Original publication.*

A booklet which “gives an outline of the activities of Shell companies in petrochemicals and speciality chemicals . . . intended . . . as a survey of the areas of the business in which Shell companies have particular experience and expertise.” The booklet is divided into the following chapters: “Shell in chemicals”, “Base chemicals”, “Polymers”, “Industrial chemicals”, “Speciality chemicals”, “Quality assurance”, “Health and environment”, “Research” and “Steps into the future”.

- [5.5:1:1222] *Gordon, J. W., The role of the chemical industry in world development (March, 1989). 10 pp. Original publication.*

The text of an address by J. W. Gordon, “A director of Shell International Chemical Company and Chemicals co-ordinator for the Royal Dutch/Shell Group of Companies”, at the “Forum Europe/USA/Asia - The chemical industry worldwide in the year 2000 : Paris, 15 March 1989”, which discusses “the impact of industry in world development”, specifically the chemical industry, and which addresses three main points: “that economic growth needs chemicals”, “that the relationship between the international chemical companies and host countries is adaptable enough to suit not only different stages of economic development but

also differing economic systems” and “that the right environment must exist so that chemical companies can make a full contribution to economic development - and still provide a satisfactory contribution to the economic growth of their shareholders!”

- [5.5:1:1223] *van Rijn, Kees and Westbroek, Gerard, Pesticide formulation, transportation and storage in developing countries (Group Public Affairs, Shell International Petroleum Company Ltd., July, 1986). 5 pp. Original publication.*

A paper from the “American Chemical Society Symposium, New York: ‘Safe production and use of pesticides in developing countries’”, which looks at the “formulation” and “risk elements” of the use of pesticides in developing countries, with consideration given to “Design”, “Plant operation”, “Quality control”, “Generation and disposal of waste”, “Transportation and storage”, “Management responsibility”, “Health, environment and safety audits”, and “Government regulations”.

- [5.5:1:1224] *No author, “Chemicals and the environment” (London, UK: The Shell Briefing Service (sbs), No. 2, 1988). 14 pp. Original publication.*

The second issue of the 1988 run of SBS (The Shell Briefing Service), “prepared as an information brief for companies of the Royal Dutch/Shell Group”, looking at “Chemicals and the environment”, divided into the following sections: “The chemical industry”, “Product development”, “Discovery to disposal”, “Manufacturing”, “Transport and distribution”, and “Using chemicals”.

- [5.5:1:1225] *Fox, Basil, Agrochemical training for extension workers in developing countries (Group Public Affairs, Shell International Petroleum Company Ltd., July, 1986). 3 pp. Original publication.*

A paper from the “American Chemical Society Symposium, New York: ‘Safe production and use of pesticides in developing countries’”, which looks at the need, nature and strategies of training for workers in developing countries handling “agrochemicals”, divided into the following sections: “Train the trainers”, “Practice, classroom and field work”, “Safe handling symbols”, “One approach to training”.

- [5.5:1:1226] *Fox, Basil, Agrochemical training for extension workers in developing countries (Group Public Affairs, Shell International Petroleum Company Ltd., July, 1986). 3 pp. Original publication.*

A paper from the “American Chemical Society Symposium, New York: ‘Safe production and use of pesticides in developing countries’”, which looks at the need, nature and strategies of training for workers in developing countries handling “agrochemicals”, divided into the following sections: “Train the trainers”, “Practice, classroom and field work”, “Safe handling symbols”, “One approach to training”.

- [5.5:1:1227] *No author, “Petrochemicals” (London, UK: The Shell Briefing Service (sbs), No. 1, 1990). 10 pp. Original publication.*

The first issue of the 1990 run of SBS (The Shell Briefing Service), “prepared as an information brief for companies of the Royal Dutch/Shell Group”, looking at “Petrochemicals”, divided into the following sections: “The chemical industry”, “The petrochemical industry”, “De-

velopment of the petrochemical industry”, “A new golden age?” and “Commercial characteristics of petrochemicals”.

- [5.5:1:1228] *No author, Shell Petrochemicals, No. 13 (1990). 36 pp. Original publication.*

The No. 13, 1990 issue of Shell petrochemicals, including the articles: “A recycling initiative not to be thrown away”, “Shell Espana: in bullish mood”, “Japan’s chemicals industry turns international”, “Teaching experimental chemistry: an initiative from India”, “Car paints: presentation and protection”, “A bifocal view of European petrochemicals”, “Taiwan’s battle: the economy versus the environment”, “Restoring the Portland Vase”, “Foam, sweet foam: drilling for water in the Middle East”, “The wealth of nations”, “CICERO: keeping the local community informed”, “Polypropylene’s development in food packaging”, “Shell flowstream”, “Résumés”, “Kurzfassungen”, and “Sumarios”.

- [5.5:1:1229] *Masson, P-Y., The Chemical Industry and 1992 (Shell Chemicals, October, 1989). 12 pp. Original publication.*

The transcript of “A speech delivered to the Annual ECMRA Conference – Paris 16th October 1989” by P-T Masson, President of Shell Chemicals International Trading Company“ in which the author “examine[s] the pattern of development of Europe and of the chemical industry since the establishment of the [European] Community in 1957 and to put forward some views on changes that might be anticipated in the next decade and their influence on [Shell’s] business.””.

- [5.5:2:1230] *No author, “Company Report 115”, Ends Report 152 (September, 1987). pp. 1, 9-11. Photocopy. Annotated throughout.*

A section from Ends Report 152 which argues that “environmental concerns can develop into a landslide which disrupts established corporate plans” and looks at how “In their latest long-term planning scenarios, Shell UK’s planners have provided a framework for the company’s top management to ride with the tide and integrate environmental pressures into their strategic business decisions,” arguing that these efforts “appear to be unique among British companies.” The relevant article appears on pp. 9-11.

- [5.5:2:1231] *No author, “International oil movements” (London, UK: The Shell Briefing Service (sbs), No. 1, 1989). 9 pp. Original publication.*

The first issue of the 1989 run of SBS (The Shell Briefing Service), “prepared as an information brief for companies of the Royal Dutch/Shell Group”, looking at “International oil movements”, divided into the following sections: “The flow of world oil”, “Patterns of trade”, “Across seas and oceans”, and “The pipeline as exporter”.

- [5.5:2:1232] *No author, “Energy in profile” (London, UK: The Shell Briefing Service (sbs), No. 3, 1988). 13 pp. Original publication.*

The third issue of the 1989 run of sbs (The Shell Briefing Service), “prepared as an information brief for companies of the Royal Dutch/Shell Group”, looking at “Energy in profile”, divided into the following sections: “Round-up of 1987”, “Oil demand”, “Oil trade”, “OPEC”, and “Natural gas”.

- [5.5:2:1233] *Jennings, J. S., Countries and companies: making a new deal? (London, UK: Group Public Affairs, Shell International Petroleum Company Ltd, 1990). 8 pp. Original publication.*
A “Keynote address to Cambridge Energy Research Associates, Executive Conference, Houston, ‘The new era: energy, the environment and global strategies’, 6-7 February 1990”, delivered by J. S. Jennings, “A Group managing director of the Royal Dutch/Shell Group and Exploration and Production co-ordinator”, in which Jennings gives his view on the identifiable trends “which are likely to have a significant influence on the way the upstream oil and gas industry evolves in the coming decade [1990s]” and speculates “on how they might influence events ... and in particular how they might influence relationships between host countries and companies in our industry”.
- [5.5:2:1234] *Charlton, R. M., Safety in exploration and production operations (London, UK: Group Public Affairs, Shell International Petroleum Company Ltd, 1989). 12 pp. Original publication.*
An address at the “APEA Conference, Hobart, Australia, 12 April 1989”, by R. M. Charlton, “Director of the Exploration and Production Operations and Liaison Division, Shell Internationale Petroleum Maatschappij”, in which Charlton discusses the importance of “good safety management ... by outlining the background to exploration and production safety in the Royal Dutch/Shell Group”, by explaining why the “imperative that the costs of offshore development [being] reduced ... will be an opportunity to increase safety greatly” and by exploring “the ‘people factor’ and why the only route to real safety is through the unceasing commitment of line managers and supervisors.” Charlton also briefly discusses environmental conservation in the context of safety.
- [5.5:2:1235] *Jennings, J. S., Offshore Northern Seas (London, UK: Shell International Petroleum Company Ltd, 1988). 7 pp. Original publication.*
A “Keynote address to the Offshore Northern Seas Conference : Stavanger, Norway, 23 August 1988” by J. S. Jennings, “A Group Managing Director of the Royal Dutch/Shell Group and Exploration and Production co-ordinator”, in which Jennings discusses the consequences of viewing “the exploration and development of the hydrocarbon resources of the Northern Seas ... [with] the confident expectation that oil prices would continue to rise in real terms ... [and] a sort of euphoria”, arguing that “Many people outside the industry came to take oil and gas production from the Northern Seas for granted and forget that the operation of oil and gas fields in such a hostile environment remains a very high-risk activity”, stating that, in the wake of “public scrutiny ... [following] the terrible disaster on Piper Alpha ..., [Shell’s] technology, design philosophy and operating practices need to evolve further if [Shell] are to gain full command over what will always be an extremely hostile environment.” Jennings also looks at “the oil price collapse of early 1986 [which] shattered many dreams of ever increasing real oil prices and put the commercial risks of high cost oil and gas development into sharp focus”, asking, following “a substantial inventory of

undeveloped fields ... identif[ying] many prospects still to be tested by the drill", whether these resources will be economic?

- [5.5:2:1236] *No author, 1989 Scenarios : Challenge and Response (London, UK: Shell International Petroleum Company, Limited, 1989). 78 pp. Original publication.*

A book, marked "Confidential", produced by the Group Planning department of Royal Dutch/Shell, which explores the scenarios created by Shell from the current year [1989] up to 2010, describing them as "alternative interpretations of the World of 1989 which link to expectations for the future". The book is divided into two sections, the first of which "describes the scenarios and the rationale for choosing these as archetype interpretations of the World of 1989" and the second of which "provides a deeper level of understanding of the scenarios by expanding on their component parts and areas of particular relevance."

- [5.5:2:1237] *van der Toorn, Bertus, Strategy for biomass conversion (London, UK: Group Public Affairs, Shell International Petroleum Company Limited, October, 1988). 11 pp. Original publication.*

A paper "Developed from a paper originally presented to the symposium 'Renewables' at The Technical University in Delft, The Netherlands, October 1987", which explores "strategy for biomass conversion", divided into the following sections: "Biomass resources", "Conversion of biomass", "Weighing the options", "Substitution", "The way forward", "The forces of change" and "The future for biomass".

- [5.5:2:1238] *Williams, J. R., Natural gas - the European perspective (London, UK: Group Public Affairs, Shell International Petroleum Company Limited, 1989). 10 pp. Original publication.*

The transcript of "An address to the 5th European Natural Gas Conference, Oslo, 30 May 1989" by J. R. Williams, in which Williams "outline[s] [his] perspective on five inter-related issues for those involved in Europe's gas industry", "Prices", "The Environment", "Power Generation", "1992 Developments" and "Long-Term Gas Supply".

- [5.5:2:1240] *No author, "Modern automotive retail" (London, UK: The Shell Briefing Service (sbs), No. 1, 1990). 9 pp. Original publication.*

The fifth issue of the 1989 run of SBS (The Shell Briefing Service), "prepared as an information brief for companies of the Royal Dutch/Shell Group", looking at "Modern automotive retail", and consisting of "a brief overview of the structure of an oil market and the factors that determine gasoline prices" divided into the following sections: "Road transport in perspective", "Modern automotive fuels", "The changing role of the service station" and "The structure of an oil market".

- [5.5:2:1241] *van der Meer, Robert and Sortino, Frank, "Describing uncertainty is the key; Multiple scenarios improve forecasts", Pensions & Investments Age (November 27, 1989). pp. 11-13.*

The text of an article which argues that "Managing risk has nothing to do with luck. It has to do with one's ability to describe uncertainty", providing examples to illustrate this statement, with reference to scenario planning and its use by the Shell Pension Fund.

- [5.5:2:1243] *Wack, Eve, letter to Art Kleiner (October 30, 1994). 1 pg.*

A letter from “Eve et Pierre” Wack to Art Kleiner, thanking Kleiner for some books.

- [5.5:2:1244] *Kleiner, Art, draft of “Chapter 2 : Mystics” in The Age of Heretics (June 5, 1995). pp. 20-28, 32-33 + 40 and Kleiner, Art, no title (June 3, 1995). pp. 1056 + 1072. Annotated throughout.*

Two documents stapled together. The first is part of a draft of a chapter from The Age of Heretics by Art Kleiner with handwritten corrections and annotations [from James Davidson?] throughout, largely regarding Pierre Wack and his work at Shell’s group planning department. The second document seems to be text from another draft of the same publication, or from a different publication, referring to scenario planning, especially at Shell.

- [5.5:2:1245] *Davidson, James, letter to Art Kleiner (June 20, 1995), no author, [Davidson, James, letter to Art Kleiner?] (n.d.) and no author, interview between James Davidson and Art Kleiner (Spring, 1993). Corner stapled. 6 + 1 + 1 pp. respectively. Handwritten annotations.*

This appears to be three items stapled together. The first is a letter from James Davidson offering Kleiner notes, presumably on a draft of a chapter of Kleiner’s book The Age of Heretics, with extensive reference to Shell, Ted Newland and Pierre Wack. The second item is the fourth page of an earlier letter from Davidson to Kleiner and serves a similar purpose. The third item is the transcript of part of a phone interview between Davidson and Kleiner in which they discuss Ted Newland, South Africa and the nuclear industry.

- [5.5:2:1246] *Davidson, James, letter to Kleiner, Art ([June 20, 1995?]). 1 pg.*
A “PS” to a letter from James Davidson to Art Kleiner, offering further information on “when McKinsey were brought in to study the London/Hague Central Office organizations.”

- [5.5:2:1248] *Wack, Pierre, letter to Kleiner, Art (June 27, [?]). 1 pg. Photocopy.*

A letter from Pierre Wack to Art Kleiner presumably referring to a draft of part of The Age of Heretics which Kleiner had sent to Wack for comment.

- [5.5:2:1249] *Wack, Pierre, letter to Kleiner, Art (June 27, [?]). 1 pg. Photocopy.*

A letter from Pierre Wack to Art Kleiner presumably referring to a draft of part of The Age of Heretics which Kleiner had sent to Wack for comment.

- [6.1:1:1250] *No author, letter to Kleiner, Art (May 3, 1994). 1 pg. Fax.*

A letter to Art Kleiner with comments on a draft of part of The Age of Heretics, with reference to Pierre Wack, Ted Newland and Shell.

- [6.1:1:1251] *Kleiner, Art, “Introduction” and “Part One : The Royal Dutch/Shell Group of Companies” from Kleiner, Art, Consequential Heresies : Four Case Histories of Corporate Change (n.d.). 25 pp. Annotated throughout.*

Part of a draft of a text by Kleiner looking at what he termed “consequential heresies”, unconventional views which fundamentally changed corporate practice, often against much initial resistance. In this part the focus is on the development of scenario planning at Royal Dutch Shell by Pierre Wack and Ted Newland, with interview extracts between Kleiner and a variety of people, including Newland, Wack, Napier Collins and Peter Schwartz.

- [6.1:1:1253] *No author [Kleiner, Art?], “Transcript of Interview with Arie de Geus, Royal Dutch/Shell, 5/11” (May 11, [?]). 7 pp. Photocopy. Annotated throughout.*
A transcript of an interview with Arie de Geus regarding the importance of the Group Planning department of Royal Dutch/Shell in increasing Shell’s net profit margin during the 1985-1986 oil crash with the use of scenario planning.
- [6.1:1:1254] *Miller, Paul, “Scenarios make the future feel familiar; Planning: Many companies are asking the question ‘What if?’”, The Independent (London, UK, March 24, 1991). pp. 9-10. Printout.*
The text of an article in The Independent which looks at the development of scenario planning in “forward-thinking companies”, using the performance of Royal Dutch/Shell during the 1985-1986 oil crash as an example, with reference to Pierre Wack “sharing scenarios of a future South Africa with government and business parties there”.
- [6.1:1:1255] *Murphy, Nancy, letter to Kleiner, Art (January 19, 1993) 1 pg. and de Geus, Arie, letter to Murphy, Nancy (January 18, 1993). 2 pp. Fax.*
A fax of two letters. The first, from Nancy Murphy of Global Business Network, to Art Kleiner, refers to “a fax from Arie [de Geus] re: your Learning Conference piece”. The second, from de Geus to Murphy, consists of de Geus’s comments regarding the piece by Kleiner.
- [6.1:1:1256] *de Geus, Arie, letter to Kleiner, Art (July 3, 1989). 1 pg. Annotated throughout.*
A letter from Arie de Geus to Art Kleiner with comments on an article by Kleiner regarding the history of the Group Planning department at Royal/Dutch Shell.
- [6.1:1:1257] *Davidson, James C., letter to Kleiner, Art March 10, 1993). 2 pp. and Davidson, James, letter to “the Chairman [of Royal Dutch/Shell’s Group Planning Department?]” (1976). 4 pp..*
Two items stapled together. The first is a letter from James Davidson to Art Kleiner offering assistance in Kleiner’s research into scenario planning at Royal Dutch/Shell, and referring to the enclosed “extract from a note which [Davidson] wrote for the Chairman [of Royal Dutch/Shell’s Group Planning department?] just before [Davidson’s] retirement at the end of 1976, which summarised how [the Group Planning department’s] thinking had developed up to then.” The second item is the extract of Davidson’s note, largely divided into two sections: “Scenarios” and “Strategic Planning”.
- [6.1:1:1258] *Davidson, James C., letter to Art Kleiner (April 4, 1993). 4 pp.*

- A letter from James Davidson to Art Kleiner with comments on a draft [of a chapter from Kleiner's book, *The Age of Heretics?*] about scenario planning at Royal Dutch/Shell.
- [6.1:1:1259] *Davidson, James C., letter to Art Kleiner (April 4, 1993). 2 pp.*
A letter from James Davidson to Art Kleiner regarding people Davidson recommended Kleiner speak to as part of his research into scenario planning at Royal Dutch/Shell.
- [6.1:1:1260] *No author, "Banging the drum quickly" (n.d.). 1 pg. Annotated throughout.*
This item seems to be an extract from an article about scenario planning at Royal Dutch/Shell.
- [6.1:1:1261] *Collyns, Napier and Galer, Graham, "Developing Scenarios: Linking Strategy to an Uncertain Future" and no author, page from the programme for "The 1992 International Strategic Management Conference" (n.d. [1992?]). 19 pp. Annotated throughout.*
Two items stapled together. The first is the transcript of a talk given by Napier Collyns and Graham Galer at "The 1992 International Strategic Management Conference", in which Galer speaks about Shell's "business and organization, the planning cycle and the relationship of that to learning[,] ... scenario planning and corporate perception-how we look at the world and the links between scenarios and strategy ... [and] "organizational conversation.", and Collyns speaks about "The Art of Scenario Planning", "Basic Principles of Scenario Planning" and "Lessons from Shell", followed by a "Questions and Answers" session between Galer, Collyns and the audience. The second item is part of the program for this conference with the details for a session titled "Facing the Uncertain Future: Building Consensus Through Scenarios".
- [6.1:1:1262] *No author, Good Neighbours : How the oil and petrochemicals industry goes about its task of protecting the environment (London, UK: Public Affairs, Shell UK Limited, n.d.). 44 pp. Original publication.*
A booklet which "tells how Shell UK, as an oil and chemicals company, plays its part [in protecting the environment] by seeking to run its business in as clean and safe a manner as can reasonably be achieved", divided into the following sections: "Introduction", "The offshore platform : Good housekeeping, sophisticated control systems - even mussels - all play a part in maintaining clean seas", "The oil at sea : Whatever the means of transport - pipeline or tanker - strict rules are followed to bring the oil and gas ashore", "Refining the oil ... manufacturing the chemicals : Purifying water, minimising noise, disposing of waste and operating safely", "Pipelines on land : A company's reputation is on the line when it comes to the ground work for laying pipelines", "Road and rail : Safe handling is of prime importance for transport by road tanker or rail", "Pollution of the air : Controlling emissions and the problem of "acid rain""", "Chemicals and agriculture : How products are developed and tested for effectiveness and safe use", "Living with industry : Minimising the visual impact of installations and safeguarding the neighbourhood interests in the search for onshore oil and gas" and "Wildlife : All neighbours great and small".

- [6.1:1:1263] *[Catliff, Simon?], Successful exhibitions. . . . and how we can help you achieve them! (London, UK: Publicity Services, Shell UK, n.d.). 12 pp. Original publication.*
A booklet which “give[s] examples of [Exhibitions and Displays]’ recent work in a variety of categories, from major exhibitions at international trade fairs to small in-house displays”, and describes how Exhibitions and Displays can hel[others who want to design an exhibition or display.
- [6.1:1:1264] *No author, Shell International Petroleum Company Limited business slip (n.d.). 1 pg. “Mr Graham Galer” has been handwritten.*
A Shell International Petroleum Company Limited business slip on which someone has written “Mr Graham Galer”.
- [6.1:1:1266] *No author, Shell at a Glance (Royal Dutch/Shell, n.d.). 7 pp. Original publication.*
A leaflet which shows the milestones of Shell from 1859-1988, as well as providing an overview of the structure and activities of Shell.
- [6.1:1:1267] *No author, A History of the Royal Dutch/Shell Group of Companies (London, UK: Group Public Affairs, Shell International Petroleum Company Limited). 20 pp.*
A booklet which recounts the history of Royal Dutch/Shell, from the 1833 to 1988.
- [6.1:1:1272] *No author, “Tomorrow’s Oil Will Cost 10 to 20 Times More to Develop”, pg. 13 and no author, “Ideas From Shell Companies”, Shell World (October/November, 1979). Pg. 23. Photocopy.*
Two articles from the October/November, 1979 issue of Shell World. The first is an at least partial transcript of “the opening address to the 10th World Petroleum Congress in Bucharest in September [1979?] by Group managing director Dirk de Bruye”, in which the theme was “The formidable costs that lie behind the development of new energy supplies”. The second item which looks at ideas of various Shell companies in response to “The month of October [being] named Energy Conservation month by the International Energy Agency.”
- [6.1:1:1273] *Taylor, Bernard, “Growing in the Gulf”, no author, “We Must Challenge the Risk-Free Mentality”, no author, “The Gas Men Come to Town”, no author, “From the Platform”, no author, “New From Shell” and Davidson, J. C., “Readers Letters : Energy Forecasts” (Shell World, No. 8, December, 1978). pp. 4-7, 11, 22-25 + 27. Photocopy.*
A number of articles from the December, 1978 issue of Shell World. The first, “Growing in the Gulf”, is about “the effects of the astonishing growth of recent years” in Dubai, where the head office of Shell Markets (Middle East) is located. The second, “We Must Challenge the Risk-Free Mentality” contains excerpts from “an address to the Seventh World Planning Congress in London” by Senior Group Managing Director Michael Pocock, which looks at the contrast between governments, who “have encouraged the notion that they have it in their power to offer voters not only a shower of public goods but a ‘riskless society’ too” and business, which “thrives on risk and on rewarding people who take successful risks ... in order to cut costs, find new mar-

kets, increase production or improve services.” The third article, “The Gas Men Come to Town”, looks at a talk from “A random group of six gas men from different countries, [at] a major gas conference in Shell Centre” who discuss their work, and compares them with “oil men”. The final three items are all on p. 27. “From the Platform” looks at Michael Pocock’s assertion that Shell “need[s] to ‘organize small’ and looks at scenarios” for the next two decades “relating to an energy crisis. ”New From Shell“ discusses a ”New Chemicals Information Handbook“, ”The Oil Supply Pattern“, ”Solar Energy“ and ”Energy and Society“. A ”Readers Letter”” from J. C. Davidson, former coordinator of Group Planning, refers to an article in the July, 1978 issue of Shell World about energy forecasts.

- [6.1:1:1274] *Sharp, Joe, “A Signpost to Potential”, Shell World (June/July, 1979). pp. 14-15. Photocopy.*

An article about “A concept revolving around what is known as the ‘helicopter quality’ [which] is being increasingly used by Shell companies as a basis for assessing people’s potential”, looking at “the nature and the importance of this quality”.

- [6.1:1:1275] *Schubert, Paddy, “When Your Mind Works Best 12,000 Feet Below Ground You Are Equipped to Deal With the Unexpected” and [Schubert, Paddy?], “A Gypsy Life for an E and P Wife”, Shell World, No. 5 (July/August, 1975). pp. 8-11. Photocopy.*

Two related articles in the July/August, 1979 issue of Shell World which are largely made up of an interview with Hans Brinkhorst, an “E & P [Exploration and production] man”, looking at the “Surprises, disappointments, excitements and successes [which] lurk round the corner for an exploration and production man” and asks “What makes him tick? Is there an archetype? What characteristics does he need?”

- [6.1:2:1276] *Skeen, Ian, “Midsummer Summitry”, Shell World, No. 6 (September/October, 1979). pp. 20-21. Photocopy.*

An article in the September/October, 1979 issue of Shell World which “looks at the months of 1979 which have crystallised for the world a number of important facts on energy” following several energy summits, such as “that oil supply is accident-prone”, that “the oil supply/demand balance is from now on going to be a tight calculation”, that “\$20 a barrel of oil is here to stay (or increase in price) and the economies of the world must adjust to this”, that “individual consumption of energy will be controlled by price or rationing or both”, that “the leaders understand the new world of energy but have not yet proved that they know how to administer this knowledge”, that “the problems of energy are international and are enmeshed in international relationships”, that “additional energy supplies are vital if economic growth is to continue in the way to which people are accustomed” and that “greater efficiency [will be necessary] in the use of energy.”

- [6.1:2:1277] *No author, “Viewpoint”, Shell World, No. 6, (September/October, 1979). Loose sheet. 1 pg. Photocopy.*

Two short columns, “From the Platform”, which looks at the outlook for oil supply for 1980 and the cost of “upstream operations” for Shell,

and “New From Shell” which looks at “Huge Investments for Energy”, but appearing under the rubric “Viewpoint”.

- [6.1:2:1281] *Beck, Peter W., Recent Developments in Planning of UK Corporations (London, UK: The Strategic Planning Society, February, 1988). 29 pp. Photocopy.*

A paper by Peter Beck which looks at “Recent Developments in Planning in UK Corporations” following the decline of “enthusiasm for forecasting”, and is divided into the following sections: “1. Introduction”, “2. The First Steps in Planning”, “3. Forecast-Based Planning Examined”, “3. A. Predicting the Future”, “3. B. Use of Mathematical Models”, “3. C. Choice of Objective Function”, “3. D. One Optimal Solution?”, “4. “The Changing Business Environment”, “5. Planning to-day - Living with Uncertainty”, “5. A. Thinking About the Future”, “5. B. The Need for Clear Aims”, “5. C. The Advantages and Dangers of Delegation”, “5. D. Role of the Manager”, “5. E. Role of the Planner”, “6. Conclusions” and “References”.

- [6.1:2:1283] *Wack, Pierre, letter to Kleiner, Art (May 25, [?]). 1 pg. Photocopy.*
A letter from Pierre Wack to Art Kleiner regarding an upcoming visit from Kleiner to Wack in Brive-la-Gaillarde, France, and a potential trip for Kleiner to a monastery once owned by Shell France.

- [6.1:2:1284] *Wack, Pierre, “Scenarios: the Gentle Art of Re-perceiving” (Cambridge, MA: Division of Research, Harvard Business School, 1984). 77 pp. Annotated throughout.*

A working paper by Pierre Wack, subtitled “One Thing or Two Learned While Developing Planning Scenarios for Royal Dutch/Shell” which identifies “decision scenarios”, “scenarios which are of real help for decisionmakers” as opposed to “scenarios which tell a story”, and determines the difference between these two types of scenarios in a way that “is illustrated by describing the evolution of the planning process in Shell, where there is now a considerable body of experience in dealing with scenarios.”

- [6.1:2:1285] *No author, “Pierre Wack, Scenario Planning Pioneer, Joins Faculty”, no author, “”I find by experience...” : A Pierre Wack Sampler”, and no author, “Field Study Elective in Scenario Analysis” (n.d.). 3 pp.*

Three items stapled together. The first offers a biography of Pierre Wack, “former head of Royal Dutch Shell’s Strategic Environment Unit, [who] has joined the HBS [Harvard Business School] faculty as a senior lecturer”. The second, from the same publication, is the transcript of a speech given by Wack to “a meeting of the second-year MBA course Country Analysis and Scenario Planning” with Wack’s “observations on scenario planning”. The third offers information relating to the “Field Study Elective in Scenario Analysis” [MBA?] module, of which Wack was the senior lecturer, including a “Description of Scenario Analysis” and “Course Structure”.

- [6.1:2:1286] *DuMoulin, Hans and Eyre, John, “Energy Scenarios : A learning process” (IPC Business Press, 1979). pp. 76-86. Photocopy. Annotated throughout.*

A paper which “describes a planning technique based on the selection, construction and quantification of particular types of scenario (or sets of heuristic hypotheses about the future)”, outlining “the scenario method and . . . [applying it] to examin[e] future possibilities for energy demand (based on analysis of end-use markets) and energy supply. The form which energy crises may take in the future is also considered.”

- [6.1:2:1287] *Beale, Neville, letter to Art Kleiner (July 3, 1995). 1 pg.*

A letter from Neville Beale to Art Kleiner regarding Beale’s thoughts on an extract from a draft of Kleiner’s chapter on Shell and scenario planning from *The Age of Heretics*, and offering to meet Kleiner to discuss this.

- [6.1:2:1288] *No author, “Safeguarding the seas” (London, UK: The Shell Briefing Service (sbs), No. 3, 1987). 9 pp. Original publication.*

The first issue of the 1987 run of SBS (The Shell Briefing Service), “prepared as an information brief for companies of the Royal Dutch/Shell Group”, which “outlines the origins of oil pollution, the responsibilities and activities of some of the various organisations concerned, and ways in which marine pollution can be prevented”, as well as describing “Contingency plans to deal with spills and the schemes to provide compensation for oil spills offshore”.

- [6.1:2:1289] *Hampden-Turner, C. M., Approaching dilemmas : a personal commentary on Group Strategy and the management of dilemmas (n.d.). pp. 2-32. Photocopy.*

Part of a document which makes up “a personal view of the management of strategic dilemmas by Professor Charles Hampden-Turner who worked in Group Planning [at Shell] . . . as a consultant” which, with the use of cartoons, “treats many of the axioms and concerns of management with a measure of humour and light-heartedness” while asking “how can management groups face up to the problem of handling dilemmas in the light of uncertainties?” and offering “some techniques and insights into how dilemmas might be approached and . . . resolved.”

- [6.1:2:1290] *Hampden-Turner, C. M., Approaching dilemmas : a personal commentary on Group Strategy and the management of dilemmas (n.d.). pp. 2-32. Photocopy.*

Part of a document which makes up “a personal view of the management of strategic dilemmas by Professor Charles Hampden-Turner who worked in Group Planning [at Shell] . . . as a consultant” which, with the use of cartoons, “treats many of the axioms and concerns of management with a measure of humour and light-heartedness” while asking “how can management groups face up to the problem of handling dilemmas in the light of uncertainties?” and offering “some techniques and insights into how dilemmas might be approached and . . . resolved.”

- [6.1:2:1291] *Hampden-Turner, C. M., Approaching dilemmas : a personal commentary on Group Strategy and the management of dilemmas (n.d.). Loose sheets. pp. 26-32. Photocopy.*

Part of a document which makes up “a personal view of the management of strategic dilemmas by Professor Charles Hampden-Turner who worked in Group Planning [at Shell] . . . as a consultant” which, with

the use of cartoons, “treats many of the axioms and concerns of management with a measure of humour and light-heartedness” while asking “how can management groups face up to the problem of handling dilemmas in the light of uncertainties?” and offering “some techniques and insights into how dilemmas might be approached and ... resolved.”

- [6.1:2:1292] *Two postcards with photographs attached.*
Two postcards with photographs attached of “Cueremonte - Le Château (côté Levant)”, which based on the original name of the containing folder “Pierre Wack’s Castle”, appear to have some relevance to Pierre Wack.
- [6.1:2:1293] *Wack, Pierre, letter to Wagner, Gerrit (June 5, 1985). 1 pg.*
A letter from Pierre Wack to Gerrit Wagner, who “presided over the introduction of scenarios in Shell” and referring to “the enclosed paper in which [Wack] tried to encapsulate a few things [he] learned from [the] experience with scenarios”, presumably “Scenarios: The Gentle Art of Re-Perceiving”.
- [6.1:2:1295] *No author, “Scenario Planning Seminar : Who’s Who” (Global Business Network, [April?], 1993). 16 pp.*
A booklet providing brief biographies of those attending the Global Business Network’s scenario planning seminar, April, 1993, including Napier Collyns, Art Kleiner, Jay Ogilvy, Peter Schwartz and Pierre Wack.
- [6.1:2:1296] *Davidson, James C., letter to Kleiner, Art (April 14, 1993). 1 pg.*
A letter from James Davidson to Art Kleiner regarding the enclosed documents, “a photocopy of some pages of a book published by Shell Internationale Petroleum Mij. The Hague, on the first hundred years of Royal Dutch, and translations of page 185 and the first paragraph of page 187.”
- [6.1:2:1297] *No author, “Hoofdstuk 6 : Nieuwe technieken scheppen ongedachte mogelijkheden – de wereld verandert – de uitdaging blijft” in Koninklijke Olie: de eerste honderd jaar 1890-1990 (The Hague, The Netherlands: Shell Internationale Petroleum Mij, n.d.). pp. 185-187. Photocopy.*
A document [in Dutch?] discussing the history of Royal Dutch/Shell between 1890 and 1990.
- [6.1:2:1298] *No author, “Chapter 6 : New techniques create unforeseen possibilities – the world is changing – the challenge remains” in Koninklijke Olie: de eerste honderd jaar 1890-1990 (The Hague, The Netherlands: Shell Internationale Petroleum Mij, n.d.) . pp185 +187.*
A translation of pp. 185 + 187 from Chapter 6 of Koninklijke Olie: de eerste honderd jaar 1890-1990. This translated extract looks at the history of Royal Dutch/Shell around 1970.
- [6.1:2:1299] *Beck, P. W., Strategic Planning in the Royal Dutch/Shell Group (Group Planning Division, Shell International Petroleum Company Limited, 1977). 22 pp.*

A paper by P. W. Beck, “presented on March 1st 1977 to the Conference on Corporate Strategic Planning[,] Held by the Institute of Management Science and The Operations Research Society of America at New Orleans”, which explores strategic planning across the Royal Dutch/Shell Group, divided into the following sections: “Introduction”, “The Group Today”, “An International Enterprise in a National World”, “Today’s Environment”, “Organisation”, “Decision Making in a Large Organisation”, “Scenario Planning”, “Purpose of the Planning Process”, “The Planning Cycle” and “Conclusions”.

- [6.1:2:1302] *No author, “Principal Executives of the Service Companies” (n.d. [1975?]), no author, “Internal Information Circular : Group Planning” (July 20, 1967), Casement, Richard, “Inside the Shell nerve centre”, Industrial News (May 13, 1968) and Hafele, Wolf, “6.2 : Resilience of Energy Systems” (n.d.). 8 pp. Photocopy. Annotated throughout.*

Four items stapled together. The first lists the “Principal Executives of the Service Companies” of Royal Dutch/Shell, including Gerrit Wagner, Frank McFadzean, André Bénard and James Davidson. The second item regards “The re-organization of the former Supply & Planning Coordination into two separate units, namely, Central Supplies and Group Planning”, and describes the structure, mandate and responsibilities of Group Planning. Also included with this document is a letter titled “Internal Information Circular”, dated April 27, 1967, regarding the appointment of James Davidson as Head of Group Planning Division, and a brief description of various appointments at Shell. The third item is an article in Industrial News which looks at the work of Shell’s Group Planning department. The fourth item discusses the “resilience” of various energy systems.

- [6.1:2:1304] *Kleiner, Art, handwritten notes (n.d.). 4 pp.*

Art Kleiner’s guest card for the Warick Regis Hotel, with handwritten notes referring to Frank McFadzean, André Benard, and scenario planning.

- [6.1:2:1305] *No author, “The Seventh Sister”, Forbes, November 15 (1972). pp. 93-95. Fax of a photocopy.*

An article in Forbes referring to Royal Dutch/Shell as “the frump in a generally glamorous family” of “Seven Sisters” - “the seven major international oil companies”, looking at some of the failings of Shell, before arguing that “the years ahead may be good ones for Royal Dutch/Shell” because of changes to OPEC [the Organization of Petroleum Exporting Countries].

- [6.1:2:1306] *Kleiner, Art, “James C. Davidson telephone interview: Spring 1993” (n.d.). 21 pp.*

The annotated transcript of a telephone interview between Art Kleiner and James Davidson regarding the development of Shell’s Group Planning Department.

- [6.1:2:1307] *No author, A History of the Royal Dutch/Shell Group of Companies (London, UK: Group Public Affairs, Shell International Petroleum Company Limited). 20 pp.*

- A booklet which recounts the history of Royal Dutch/Shell, from the 1833 to 1988.
- [6.1:2:1308] *No author [Wack, Pierre?], "1972 Scenarios" and "1973 Scenarios" in Wack, Pierre, The Gentle Art of Re-Perceiving (n.d.). 2 pp.*
Two diagrams showing various scenarios for the years 1972 and 1973 at Shell.
- [6.2:1:1309] *Wack, Pierre, "Scenarios: the gentle art of re-perceiving" 'Strategic Planning in Shell' Series, No. 1, (Group Planning, Shell International Petroleum Company Limited, February, 1986). 33 pp. Photocopy.*
A reprint of an article by Pierre Wack, subtitled "One Thing or Two Learned While Developing Planning Scenarios for Royal Dutch/Shell" which identifies "decision scenarios", "scenarios which are of real help for decisionmakers" as opposed to "scenarios which tell a story", and determines the difference between these two types of scenarios in a way that "is illustrated by describing the evolution of the planning process in Shell, where there is now a considerable body of experience in dealing with scenarios."
- [6.2:1:1321] *Davidson, James C., letter to Kleiner, Art (September 24, 1995). 3 pp.*
A letter from James Davidson to Art Kleiner offering corrections "to inaccuracies of historical events" in a draft of a section of Kleiner's The Age of Heretics relating to the development of scenario planning at Shell.
- [6.2:1:1322] *Davidson, James C., letter to Kleiner, Art (September 24, 1995). 3 pp. Fax.*
A letter from James Davidson to Art Kleiner offering corrections "to inaccuracies of historical events" in a draft of a section of Kleiner's The Age of Heretics relating to the development of scenario planning at Shell.
- [6.2:1:1323] *Mackrell, K. A. V., The organisation of international business – the Shell approach (Group Public Affairs, Shell International Petroleum Company Ltd, 1990). 15 pp. Photocopy.*
The text of "An address on the occasion of the 90th anniversary of Shell in Japan, Keidanren Hall, Tokyo, 5 September 1990" by Keith Mackrell, "Regional co-ordinator, East and Australasia Region, Shell International Petroleum Company Limited", in which Mackrell explores how Royal Dutch/Shell organises its international business relationships, with a particular focus on Japan, including a discussion of Shell's use of scenario planning.
- [6.2:1:1324] *No author, "Biography : Mr. Edward V. Newland" (April, 1983). 1 pg.*
A short biography of Ted Newland, with reference to his work with Royal Dutch/Shell's Group Planning Department.
- [6.2:1:1325] *No author, "Biography : Mr. Edward V. Newland" (April, 1983). 1 pg.*

A short biography of Ted Newland, with reference to his work with Royal Dutch/Shell's Group Planning Department.

- [6.2:1:1326] *Kleiner, Art, "Doubleday Book Proposal : Draft 1" (July 30, 1991). pp. 21-25. Photocopy.*

A draft of a proposal for "Chapter Nine - Will the Change Take Place?", including an "About the Authors" section[, from the proposed book The State of the World at the Beginning of the 21st Century, which seems to be a later title for The New Versailles, by Ted Newland and Edouard Parker?]. This chapter will explore the way in which "The economy of the Third World is just as damaged today as the European countries were after World War II", taking a look at India, which the authors argue "is becoming Colombianized", and Namibia, described as "a poor country which right now holds its destiny entirely in its hands", and arguing the case for scenario planning which could put the economies of these countries on "the High Road", promoting "high growth activities".

- [6.2:1:1332] *Mack, Toni, "Time money and patience", Forbes, (August 21, 1989). pp. 59-62. Tear sheets.*

An article which explores the business strategies of Royal Dutch/Shell, particularly relating to Shell's concentration "on the very long term".

- [6.2:1:1333] *No author, "The Royal Dutch/Shell Group of Companies" (n.d.). p. 2-3. Photocopy. Annotated on reverse.*

Information concerning the structure and practice of "The Royal Dutch/Shell Group of Companies", including a brief biography of L C van Wachem, "President of Royal Dutch since 1982 and Chairman of the Committee of Group Managing Directors since July 1985." Handwritten notes on the verso of p. 2 refer to Tom Peters and Peter Senge.

- [6.2:1:1334] *No author, Financial and Operational Information 1981-1985 (Royal Dutch Petroleum Company, n.d. [1985?]). 33 pp. Original publication.*

A booklet which "supplements the 1985 Annual Reports of Royal Dutch Petroleum Company and of The "Shell" Transport and Trading Company, p.l.c. which contain financial statements and information on the Royal Dutch/Shell Group of Companies, including details of the accounting policies employed." The booklet is divided into two main sections, "Royal Dutch Petroleum Company and The "Shell" Transport and Trading Company, p.l.c.", which consists of "Financial Summary - Royal Dutch Petroleum Company" and "Financial Summary - The "Shell" Transport and Trading Company, p.l.c.", and "Royal Dutch/Shell Group of Companies", which is divided into a further two sections, "Financial statements", which consists of "Income", "Division of Group net income between the Parent Companies", "Assets and liabilities", "Source and use of funds", "Earnings by industry segment: total Group", "Shell Oil: published net income", "Capital expenditure and exploration expense", "Quarterly information", "Earnings from oil and gas exploration and production activities", and "Taxation charge", and "Operational data/location of activities", which consists of "Oil and gas: exploration and production operations", "Maps of North Sea, USA, South China Sea, Brunei and Malaysia, Abu Dhabi and Oman, Nigeria

and Cameroon, Syria, Australia, Colombia”, “Oil and gas: exploration and production”, “Oil and gas reserves”, “Oil supply and distribution”, “Crude oil supply”, “Natural gas”, “Tanker and dry cargo fleets”, “Personnel”, “Oil manufacturing”, “Oil sales”, “Research”, “Chemicals”, “Coal”, “Metals”, and “Exchange rates”.

- [6.2:1:1335] *Shell International Petroleum Company, letter to Kleiner, Art (January 30, 1986). 1 pg. Telex. Annotated throughout.*

A telex from “Shell International Petroleum Company” to Art Kleiner, regarding an agenda for Shell’s meetings with Kleiner, in relation to a consultancy role which Kleiner was due to take up with Shell. Handwritten notes, presumably by Kleiner, refer to the structure of Shell.

- [6.2:1:1336] *No author, “The future : Tricky”, The Economist (London, UK, September 28, 1991). pp. 101-102. Tear sheet.*

A review of The Art of the Long View by Peter Schwartz, relating to Shwartz’s time as a “senior planner” at Royal Dutch/Shell, developing scenarios for that company.

- [6.2:1:1339] *No author, “Environmental conservation” (Group Trade Relations, Shell International Petroleum Company Limited, September, 1969). 11 pp.*

An issue of Shell Briefing Service from September, 1969, which “is intended to provide operating companies with a convenient outline of the complexity of the problems encountered and of the steps taken by Group companies to deal with them”, in relation to the public recognition of environmental conservation, which may make “the oil and chemical industries ... particularly liable to indiscriminate attack”, and arguing that “the industries’ initiatives over a considerable period of years should be widely known so as to avoid any impression that action occurs only as a response to public opinion pressures.” This document is divided into the following sections, “Introduction”, “Industry and the Community”, “Industry Efforts”, “Shell Efforts”, and “A Continuing Job”.

- [6.2:1:1340] *No author, Quality, No. 1, (London, UK, December, 1969). pp. 1-4. Photocopy.*

At least part of the first issue of Quality : The Bulletin of the Shell Committee for Environmental Conservation. Articles include, amongst others, “Introduction: why ‘Quality’?”, which explains that “The primary purpose of Quality is to provide a comprehensive and up-to-date reference to the various aspects of the problem” of environmental conservation “and the extent to which this may affect the operations of Group companies”, “Policy on environmental conservation”, which “sets out policies to guide individual Shell companies in tackling pollution problems”, and “Mr Barran gives keynote address”, which describes a talk given by D. H. Barran “in which he highlighted the points about environmental conservation that seemed to him most significant for Shell companies.”

- [6.2:1:1341] *Pride, Alan, “Progress in environmental conservation : A Founder Member of the Shell Conservation Committee looks back”, Quality, No. 23, (London, UK, August, 1975). pp. 4-5. Photocopy.*

An article in which “Alan Pride, the first Secretary of the Shell Committee for Environmental Conservation and the first Editor of Quality ... looks back over the past five years” at the development of the Shell Committee for Environmental Conservation during his time there.

- [6.2:1:1342] *Wade, D. E. M., letter to Kleiner, Art (October 2, 1989). 1 pg.*
A letter from D. E. M. Wade of Shell International Petroleum Company Limited, to Art Kleiner, regarding two “videos for [Kleiner] to select a still frame for the briefer on [his] forthcoming article on ”Consequential Heresies””””.

- [6.2:1:1343] *Davidson, James C., letter to Kleiner, Art (June 18, 1994). 7 pp., and de Ruiter, H., letter to Davidson, James (June 22, 1993). 2 pp.*

Two letters. The first, from James Davidson to Art Kleiner, refers to a draft of a section of Kleiner’s book, *The Age of Heretics*, which deals with scenario planning at Shell, with numbered corrections offered by Davidson. The second, from Henny de Ruiter to James Davidson, refers to the running of CMD [Committee of Managing Directors] of Royal Dutch/Shell.

- [6.2:1:1344] *Wack, Pierre, “Scenarios: the gentle art of re-perceiving”, ’Strategic Planning in Shell’ Series, No. 1 (Group Planning, Shell International Petroleum Company Limited, February, 1986). 33 pp. Photocopy. Annotated throughout.*

A report by Pierre Wack, reprinted as part of the “Strategic Planning in Shell’ Series ... of papers on strategic planning already published and/or presented to external audiences by Shell managers or planners”, subtitled “One Thing or Two Learned While Developing Planning Scenarios for Royal Dutch/Shell”, which identifies “decision scenarios”, “scenarios which are of real help for decisionmakers” as opposed to “scenarios which tell a story”, and determines the difference between these two types of scenarios in a way that “is illustrated by describing the evolution of the planning process in Shell, where there is now a considerable body of experience in dealing with scenarios.”

- [6.2:1:1348] *Fabric, Elliot, note to Kleiner, Art (March 7, 1989) and Kleiner, Art, handwritten notes (n.d.). 4 pp.*

A brief note from Elliot Fabric to Art Kleiner regarding “naming things”, and “Notes from conversation about ”Heretics“ article w/ Napier [Collyns]” by Art Kleiner, relating to “heretics” at Shell, including Pierre Wack.

- [6.2:1:1349] *Wack, Pierre, “Scenarios: uncharted waters ahead”, Harvard Business Review (September-October, 1985). pp. 73-89. Photocopy.*

The first part of “Scenarios: The Gentle Art of Re-Perceiving” by Art Kleiner, a paper which identifies “decision scenarios”, “scenarios which are of real help for decisionmakers” as opposed to “scenarios which tell a story”, and determines the difference between these two types of scenarios in a way that “is illustrated by describing the evolution of the planning process in Shell, where there is now a considerable body of experience in dealing with scenarios.”

- [6.2:2:1350] *Wack, Pierre, "Scenarios: shooting the rapids" (Harvard Business Review, November-December, 1985). Loose sheets. pp. 139-145 + 148-150. Photocopy.*
The second part of "Scenarios: The Gentle Art of Re-Perceiving" by Art Kleiner, a paper which identifies "decision scenarios", "scenarios which are of real help for decisionmakers" as opposed to "scenarios which tell a story", and determines the difference between these two types of scenarios in a way that "is illustrated by describing the evolution of the planning process in Shell, where there is now a considerable body of experience in dealing with scenarios."
- [6.2:2:1354] *No author, "5. Group Leader Guidelines : Day 1, Tuesday, February 18, 1997 – Continued" (February, 1997). 1 pg. Annotated throughout.*
Part of a timetable for Day 1 of a Shell Learning Conference, including information about a session, "Perspectives on Transformation", with George Roth and Art Kleiner.
- [6.2:2:1358] *No author, "Chapters of Reconstruction" (n.d.). 2 pp., and Kleiner, Art, letter "To whom it may concern" (November 2, 1996). 1 pg.*
Two documents stapled together. The first appears to consist of notes for the outline of a book, possibly for a proposal, with reference to organisational learning, NTL [National Training Laboratories], scenario planning, South Africa, Ford and Shell. The second is a reference from Art Kleiner for Ben Florer, who "is seeking a volunteer position at a library".
- [6.2:2:1363] *Sibbet, David, Harvard Business Review : 75 Years of Management Ideas & Practice : 1922-1997, (September-October, 1997). 18 pp. Original publication.*
A supplement to Harvard Business Review which looks at advances made in management between 1922 [when "executives were busy establishing the policies and procedures of the command-and-control organization"] and 1997 [when "their counterparts strive to make their companies more flexible and more open to employee initiative"], with a timeline which "captures such changes and developments visually, encouraging the viewer to explore the dynamics of management by juxtaposing events, practices, and concepts." Also included is a list of "Influential Articles in the Harvard Business Review", divided into "The 100 Best-Selling Articles", "HBR Classics", and "McKinsey Award Winners".
- [6.3:1:1372] *Flynn, Julia, "The Biology of Business", Business Week, (1997). 1 pg. Photocopy.*
A review of The Living Company : Habits for Survival in a Turbulent Business Environment by Arie de Geus, in which de Geus "employs biological metaphors in order to analyze corporate management ... draw[ing] upon experiences from his nearly 40-year career at Royal Dutch/Shell Group."
- [6.3:1:1374] *Weston, Diane McGinty, Organizational Learning as Strategy (SRI International, Winter, 1994). 34 pp. Photocopy.*

A report by Diane McGinty Weston which looks at the use of organizational learning [OL] as a strategy for company managers, CEOs, etc. The report is divided into the following sections and subsections: “LEARNING AS STRATEGY”, which consists of “Applications” and “Starting Points”, “A FRAMEWORK FOR ORGANIZATIONAL LEARNING” which consists of “The Principles: Guiding Decisions and Actions”, “The Context: Creating Meaning and Setting Perspective”, “Vision, Values, and Personal Integrity”, “Systems Thinking”, “Dialogue”, “The Practices: Integrating OL into Everyday Work”, “Mental Modeling”, “Tools for Exploring Mental Models”, “Action Learning”, “OL and Training”, “Leveraging Learning”, “The Infrastructure: Supporting the Principles and Practices”, “Structures to Support Learning”, and “Cultures That Support Learning”, and “CONSIDERATIONS FOR ACTIONS” which consists of “Challenges and Concerns”, “New Roles and Skills for Leaders”, “Keys to Success” and “In Conclusion”. A series of “Tables”, “Figures” and “Boxes” are also included.

- [6.3:1:1375] *Taylor, Bernard, “Looking at it From Both Sides”, Shell World, No. 7 (October/November, 1979). Cover + pp. 10-12. Photocopy.*
An article in Shell World in which Lord Armstrong, “who joined the board of Shell Transport in 1974 after his retirement as head of the British Civil Service”, discusses his time on the board, and the aftermath of the oil crisis of 1973.
- [6.3:1:1390] *[Kleiner, Art?], handwritten notes (n.d.). 8 pp.*
A series of handwritten notes, presumably by Art Kleiner, referring to South African politics, society, and history, with a reference to Shell.
- [6.3:1:1398] *No author, “The Case Against Royal Dutch/Shell”, no author, “The Oil Trade With South Africa”, no author, “The Royal Dutch/Shell Group of Companies : An Overview”, and no author, “Top 20 Institutional Shareholders of Royal Dutch Petroleum Co.” (n.d., [1985?]). 24 pp. Photocopy.*
A series of documents stapled together. The first, “The Case Against Royal Dutch/Shell” (pp. 1-11), argues that “The Royal Dutch/Shell Group of Companies is a major sustainer of the racist system of apartheid in South Africa ... by refining ... oil and providing it to Pretoria’s military and police ... [and] by investing large amounts of capital in South Africa ... [which] helps prop up the crisis-ridden South African economy”. An appendix, “Shell Tankers to South Africa : Crude Oil Supplied” provides “a list of Shell-owned, managed, or chartered tankers that supplied crude oil to South Africa between 1979 and 1982”. The second document, “The Oil Trade with South Africa” (pp. 12-18), looks at the importance of oil as “a strategic and essential commodity [which helps] the South African Government to survive”, with a particular focus on the activities of Royal Dutch/Shell. The third document, “The Royal Dutch/Shell Group of Companies : An Overview (pp. 19-23)” briefly describes the structure and activities of Royal Dutch/Shell, and includes a list of Royal Dutch/Shell’s “U.S. Subsidiaries”. The last document (p. 24) contains a list of the “Top 20 Institutional Shareholders of Royal Dutch Petroleum Co. (as of 6/30/85 unless otherwise noted)”.

- [6.3:1:1399] *No author, "Top 20 Institutional [sic] Shareholders of Shell Transport and Trading Co." (n.d., [1985?]). 1 pg. Photocopy.*
A list of the "Top 20 Institutional [sic] Shareholders of Shell Transport and Trading Co."
- [6.3:1:1402] *Stone, Martin, "The Next Step Against Apartheid: Boycott Shell" (Washington, DC: Americans for Democratic Action). 1 pg. Photocopy.*
A memo from Americans for Democratic Action which encourages activists to boycott "Shell Products until Royal/Dutch Shell withdraws from South Africa", with arguments for ways in which Shell sustains the system of apartheid in South Africa.
- [6.3:1:1403] *No author, Shell South Africa Social Report 1985-86 (Shell South Africa (Pty) Ltd, n.d. [1986?]). 27 pp. Original publication. Saddle stitched.*
A report by Shell South Africa (Pty) Ltd, which aims to answer the question "What is Shell doing in South Africa?". The report is divided into several sections: "Chairman's Introduction", in which John R. Wilson, Executive Chairman, states that "Shell South Africa unequivocally condemns apartheid" but argues that the company shouldn't disinvest from the country, "Statement of General Business Principles", which outlines Shell South Africa's business principles in terms of "Objectives", "Responsibilities", "Economic principles", "Voluntary codes of conduct", "Business integrity", "Political activities", "Environment", "Grants and general community projects", and "Information", "Social and Political Issues", which gives "an overview of causes and effects of widespread violence" and argues that the "business community increasingly urges far-reaching political reforms and acts as a political catalyst in accelerating change", "Business Charter of Social, Economic and Political Rights", which states that "Shell South Africa fully supports the business charter which has been issued by the South African Federated Chamber of Industries" and presents the charter, "Shell in the Community", which outlines Shell South Africa's actions to benefit the community in terms of community projects, education, and social and economic issues, "Employment in South Africa", which looks at the growth of registered trade union members between 1980-1984 and "the internal industrial relations practices of South African Companies", "Shell People" which measures the "employment practice" of Shell South Africa, and "Rietspuit" which examines Shell South Africa's investment and interest in "Rietspuit opencast coal mine".
- [6.3:1:1404] *No author, Shell South Africa : Business Report 1987 (Shell South Africa (Pty) Ltd, 1987). 60 pp. Original publication.*
The 1987 business report for Shell South Africa (Pty) Ltd, divided into the following sections: "Statement of general business principles", which outlines Shell South Africa's business principles in terms of "Objectives", "Responsibilities", "Economic principles", "Voluntary codes of conduct", "Business integrity", "Political activities", "Environment", "Grants and general community projects", and "Information", "Chairman's review", in which John R. Wilson, Executive Chairman, looks back at the socio-political change across South Africa in 1987, how this

has effected business, a general business review of 1987, and a look forward to 1988, "Business charter of social, economic and political rights", which states that "Shell South Africa subscribes to the principles expressed in the South African Federated Chamber of Industries" and presents the charter, "Shell in the economy", which looks at Shell's "financial and operating results for 1987", "Oil division", which looks at the different aspects and departments of Shell South Africa's oil division, "Shell Ultra City", which looks at "the official opening of two new highway landmarks: Shell Ultra Cities near Estcourt, Natal and near Middelburg, Transvaal ... [which] represent a breakthrough in petrol outlets for Shell, being the first direct access, dual travel centres and service station complexes in South Africa", "Coal Division", "Metals Division", "Chemicals Division", "Forestry Division", "Amangwe Village", which looks at an instance where Shell has used "a unique opportunity to implement its social responsibility programme within the company to the benefit of its own employees", "Business Ventures", "Personnel", "Shell and Safety", "Shell in the Community", which outlines Shell South Africa's actions to benefit the community in terms of community projects, education, and social and economic issues, "Shell and change", which recalls a "senior staff conference [held by Shell] in which managers were asked to consider some of the urgent issues facing the company in a changing South Africa", and "Shell Road to Fame Workshops", which looks at a Shell South Africa community project which "helps not only those who have entered the competition but anyone wishing to realise their potential in the performing arts."

- [6.3:1:1405] *Watkins, Desmond, Business and South Africa: reason and responsibility (London, UK: Shell International Petroleum Company Ltd, 1988). 7 pp. Original publication. Saddle stitched.*

The text of "An address to the Business International Conference", delivered at London on October 3, 1988, by Desmond Watkins, "A Director of Shell International Petroleum Company and Regional Coordinator, Western Hemisphere and Africa" which looks at the ethical and pragmatic difficulties in operating a business in apartheid South Africa, and how a business should act in such circumstances.

- [6.3:1:1407] *Sunter, Clem, The World and South Africa in the 1990s (Cape Town, South Africa: Human and Rousseau (Pty) Ltd, 1987). 111 pp. Photocopy.*

A book by Clem Sunter which contains "the text of a talk ... originally prepared for Anglo American Corporation of South Africa and its associate companies", which uses scenario planning to predict the state of South Africa across the 1990s, aiming to "provide an effective framework within which people can ask themselves the right questions, debate the future with one another and act on their judgement. The first part, "The Global Scenarios", consists of three chapters: "The 'Rules of the Game'", "The Three Main Actors" and "The Global Scenarios and the World Economy", and looks at "long-term global scenarios" for the 1990s. The second part, "The South African Scenarios", consists of three chapters: "The South African Economy", "The Background to the Political Scenarios", and "The South African Political and Eco-

- nomic Scenarios“, and ”put[s] South Africa in perspective against the global background and assess[es] what options it has.””.
- [6.3:1:1408] *No author, “Environmental Commission Meeting of September 16, 1992” (1992). 1 pg. Annotated on reverse.*
 An agenda or breakdown for an “Environmental Commission Meeting of September 16, 1992”, with handwritten notes on recto and verso, presumably by Art Kleiner, referring to Clem Sumter, G. I. Gurdjieff, and Pierre Wack.
- [6.1:1:1410] *Wilkinson, Max and Raun, Laura, “It’s a family affair”, Financial Times (London, UK, February 22, 1988). 2 pp. Photocopy.*
 An article which discusses the actions of Lodewijk van Wachem as chairman of Royal Dutch/Shell during “one of the most successful periods in its history”, with a particular focus on his authority over “Shell’s involvement in [apartheid] South Africa”, including part of an interview with van Wachem on this topic.
- [6.3:2:1420] *No author, online search request for the phrase “Pierre Wack” (September 7, 1991). pg. 4.*
 A printout of an online search request by [Saul?] Alinsky for “Pierre Wack”.
- [6.3:2:1421] *Waldmeir, Patti, “Dark Visions in a Crystal Ball”, Financial Times (London, UK, August 19, 1991). pp. 5-8.*
 The text of an article about a series of scenarios relating to the future of South Africa, worked on by Pierre Wack, amongst others, and exploring the many social, political and economics difficulties faced by South Africa.
- [6.3:2:1422] *Scott, Bruce, “South Africa class” (n.d.). 50 pp. Handwritten. Thermal bound.*
 A notebook containing handwritten notes on a seminar [held by Pierre Wack?] exploring scenarios relating to South Africa.
- [6.3:2:1425] *No author [Kleiner, Art?], handwritten notes (n.d.). 8 pp.*
 Handwritten notes, presumably by Art Kleiner, presumably taken at a Global Business Network conference, with reference to André Bénard, looping, Pierre Wack, organizational learning, scenario planning, and the previous document on “Scenarios as Products”.
- [6.3:2:1427] *Tibbs, Hardin, “A Note on the Relationship Between Scenarios and the Nature of the Future”, Scenarios & Future (April, 1994). 3 pp. Photocopy.*
 An article which explores the questions, “To what extent do scenarios tell us ”about the future,“ as opposed simply to improving knowledge about the present? And does the answer tell us anything practical about the business of creating scenarios?”.
- [6.3:2:1431] *No author [Huber, Jack?], “...A Long Time Ago... In a Land Far, Far Away : GBN Meeting : Scenarios to Strategies” (April 6-8, 1994). 13 pp.*
 A document with notes on a meeting at a Global Business Network [GBN] conference on developing strategies from scenario planning, with reference to Shell.

- [6.3:2:1440] *de Geus, Arie, "Companies, What Are They?", Center for Organizational Learning (October 31, 1995). 12 pp. Original publication.*
The transcript of a lecture given by Arie de Geus at the Royal Society of Arts which explores different perspectives of the "company", including the view of corporations as "learning, living beings", with reference to de Geus's career at Shell.
- [6.4:1:1456] *Ogilvy, James (ed.), "Probabilities: Help or Hindrance in Scenario Planning : A Global Business Network Teleconference" (1991). 23 pp.*
An "edited transcript of a computer teleconference among members of Global Business Network, a discussion between David Kilne, Napier Collins, Tom Mandel, Doug Carmichael, Lee Schipper, P. Craig, Barbara Heinzen, Kevin Kelly, Adam Kahane, Jay Ogilvy, Steve Rosell, Gerald Harris, Stewart Brand, William Calvin, Kees van der Heijden, Peter Schwartz, Art Kleiner, Lawrence Wilkinson, Graham Galer and Eric Best, which "represent[s] state of the art thinking about scenario planning"', and particularly focusses on the assignation of probabilities to scenario planning.
- [6.4:2:1459] *Kleiner, Art, "Consequential Heresies: How "Thinking the Unthinkable" Changed Royal Dutch/Shell" (1989). 21 pp.*
An article by Art Kleiner, written "for Doubleday as a prototype for a magazine called Currency" which looks at the actions of Royal Dutch/Shell in their "establishing an ongoing group of heretics", and the development of scenario planning in Shell's Group Planning Department by these "heretics", including testimonies from Pierre Wack, Ted Newland, Napier Collins, Arie de Geus, Kees van der Heijden, and Stewart Brand. The document is collected here in a group of related papers gathered by Global Business Network.
- [6.4:2:1460] *Wack, Pierre, "Scenarios: the Gentle Art of Re-perceiving", Harvard Business Review (September-October, 1984). 79 pp.*
A working paper by Pierre Wack, subtitled "One Thing or Two Learned While Developing Planning Scenarios for Royal Dutch/Shell" which identifies "decision scenarios", "scenarios which are of real help for decisionmakers" as opposed to "scenarios which tell a story", and determines the difference between these two types of scenarios in a way that "is illustrated by describing the evolution of the planning process in Shell, where there is now a considerable body of experience in dealing with scenarios."
- [6.4:2:1461] *de Geus, Arie P., "Planning as Learning", Harvard Business Review (March-April, 1988). pp. 70-74. Photocopy.*
An article in Harvard Business Review by Arie de Geus about organizational learning, in particular at Shell, which explores the questions "How does a company learn and adapt?" and "What is planning's role in corporate learning?"
- [6.4:2:1462] *Galer, Graham and van der Heijden, Kees, "The Learning Organization: How Planners Create Organizational Learning", Marketing Intelligence & Planning, Vol. 10, No. 6, (1992). pp. 5-12. Photocopy.*

An article in Marketing Intelligence & Planning by Graham Galer and Kees van der Heijden, which examines organizational learning, in particular “the learning approach to planning, and its implementation in Shell ... especially ... the perceptual needs of this approach”, and examines scenario planning in this context, followed by explorations of “Strategic Planning Workshops (as a Means of Inferring Conclusions)”, “Business Planning, Project Planning and Budgeting (as a Means of Planning New Steps and Taking Action)”, “Business Appraisal” (as a Means of Experiencing and Getting Feedback from Results of Action)“, and ”The Art of Organizational Conversation””.

- [6.4:2:1463] *Galer, Graham and van der Heijden, Kees, “The Learning Organization: How Planners Create Organizational Learning”, Marketing Intelligence & Planning, Vol. 10, No. 6 (1992). pp. 5-12. Photocopy.*

An article in Marketing Intelligence & Planning by Graham Galer and Kees van der Heijden, which examines organizational learning, in particular “the learning approach to planning, and its implementation in Shell ... especially ... the perceptual needs of this approach”, and examines scenario planning in this context, followed by explorations of “Strategic Planning Workshops (as a Means of Inferring Conclusions)”, “Business Planning, Project Planning and Budgeting (as a Means of Planning New Steps and Taking Action)”, “Business Appraisal” (as a Means of Experiencing and Getting Feedback from Results of Action)“, and ”The Art of Organizational Conversation””.

- [6.4:2:1465] *No author, “Scenario Planning: Select Bibliography” Global Business Network (n.d.). 7 pp.*

A bibliography, “Compiled by GBN [Global Business Network]”, of articles and books relating to scenario planning, divided into two categories: “Theory” and “Practice”.

- [6.4:3:1506] *No author, “Memories of the Future” ,Across the Board (July/August, 1997). pp. 39-44. Tear sheets.*

An interview between A. J. Vogl, editor of Across the Board, with Arie de Geus, who “headed Shell’s Group Planning, which did pioneering work in scenario planning and in the decision-making processes of larger corporations”, discussing issues raised in de Geus’s “newly published The Living Company: Habits for Survival in a Turbulent Business Environment”, such as the longevity of companies, and how managers can learn to change how they think about the future in order to ensure their company’s long-term survival.

- [6.4:3:1507] *Pierce, Linda, letter to Adams, Jerome, Golden, Jerry and Mays, Leslie no author [Pierce, Linda?], “Theme 6: Leadership”, and no author [Pierce, Linda?], “Theme 7: Who Am I?” in Transformation Assessment ([1996?]). pp. 152-157, 162-166, 139-170, 150-154 + 152-157. Annotated throughout.*

A letter from Linda Pierce to Jerome Adams, Jerry Golden, and Leslie Mays, referring to a “revised version of this work-in-progress” [the rest of the document], followed by several sections, seemingly from several drafts, of a book exploring corporate transformation at Shell, particularly focusing on the theme of “leadership”, with testimony from a

number of Shell employees. Sections include: "Retrenchment during Transformation: The Shell Chemical story", "Sustaining transformation in the face of changing leadership", "A wave of in-depth leadership consulting", "Defining the leaders' new values", "Implementing leadership", "Learning leadership (in a spirit of inquiry)", "The Glass House: The paradox of leadership", "Leadership in Shell Chemical", "Appendix I: Noticeable Results", and "Downsizing during Transformation: The Shell Chemical story".