
FIRST PRINCIPLE

YOUR BUSINESS IS PART OF
A MUCH LARGER SYSTEM

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On November 19, 2002, I stood at the podium in a large meeting room at the Fairmont Hotel in San Francisco. Looking out at an unprecedented gathering of the leaders of the California wine community, I felt as if everything in my life was coming together in that moment. In a few minutes, a press conference would begin, announcing the creation of a Code of Sustainable Winegrowing Practices for California. I was there to speak as a member of the board of directors of the Wine Institute, which had partnered with the California Association of Winegrape Growers to create the code. We were going public with our commitment to make the wine industry an example for everyone in agriculture. Fetzer had played an influential role in bringing about this momentous occasion, and a powerful flood of emotion came over me.

I personally feel that wine is different from other products that people buy and consume. There is a romance to wine, and a mystery in the art that creates it. These qualities enable wine to engender lively discussions that make people want to learn more

about it. This is one of the reasons why going public as an industry with a commitment to sustainability was an important moment. To a greater degree than other industries, we have a chance to change hearts and minds with our actions. I felt I was not only representing my fellow vintners and growers at this conference, I was speaking to consumers and to the wider world of all business. In my speech I said:

"If we can transform California viticulture, we can transform the world of viticulture. And if we can transform the world of viticulture, we can transform the world of agriculture. If our wine community can demonstrate the wisdom and viability of sustainable business practices, then the world business community itself will be able to see a new opportunity and responsibility that has the power to lead us to a thriving and sustainable world for all."

My words capped a long journey of discovery, one that began in certainty, passed through a personal crisis full of doubt and pain, and finally arrived at this moment of new hope and possibility.

FINDING ROOTS AT FETZER

SOON AFTER I RECEIVED my graduate degree in winemaking, I interviewed with Fetzer Vineyards. Right off, I bonded with Barney Fetzer, the patriarch and founder of the family winery. He had purchased a run-down ranch in 1958 and turned it into a winery with the help of his wife and eleven children, so he had already set some deep roots in the land around his home. He had a passion for exploration and was eager to see what he could do with an

ambitious, well-trained winemaker. I'm not sure he realized when he hired me how ambitious I was. In those days, I believed I could do anything.

That first harvest I made Gewürztraminer, Riesling, Chenin Blanc, and Sauvignon Blanc, all white wines that were new for Fetzer. I knew about them from my tastings at California State University at Fresno and I had wanted to try my hand at them. Barney was always willing to try something different. He would come in and say, "I've heard about some grapes down in Monterey, want to go get them?" My response was always, "Let's go!" It would be late in the season, we'd be in the middle of crush, there would be absolutely no room left in the winery, but I'd say yes anyway. In fact, if someone suggested, even remotely, that I couldn't or wouldn't be able to do something, my immediate internal response was, *I'll show you*. I was a very bull-headed young man.

My attitude was not a problem then, because the winery was still fairly small and family-run. Fetzer Vineyards needed someone willing to go all out. The market was surging in the 1980s. We caught the crest of the wine wave and began to grow like crazy. In 1982, we released our first Sundial Chardonnay, which today sells nearly a million cases a year. Sales were going through the roof. Everyone was working hard and being regularly rewarded for their efforts. Being somewhat stubborn and demanding seemed appropriate if we were going to rise to the opportunity in front of us. I expected more of myself than anyone. If I had to work another ten hours a week on top of everything else, I would do it, just to prove I was right. Just to prove I could.

There were signs early on that this management style was going to have consequences for Fetzer Vineyards and for my personal life. My second year at the winery, 1978, Barney made a special

deal with American Airlines to provide it with Gamay Beaujolais for its in-flight passengers, which meant we would need to make more Gamay than the previous year. Of course I agreed. After all, this was one of Barney's favorite wines. I got to work and purchased Gamay Beaujolais from growers throughout Mendocino, crushed the grapes, and put them through their primary fermentation. This is the stage of winemaking in which the sugars in the grape juice are consumed by yeasts to produce alcohol. (For a more detailed description of winemaking, see pages 173–181.) Then comes a second fermentation, in which harsh malic acids in the grapes are converted by tiny bacteria into softer lactic acids. Malic acids are sharp, like the acids in apples, while lactic acids are soft, like the acids in milk. Malolactic fermentation, as it's known, both softens and stabilizes red wine, as long as the process is fully complete before you bottle. Otherwise, the wine keeps fermenting in the bottle, and when you open it you have an unpleasant surprise. It's often not even drinkable.

For this American Airlines Gamay, I was ready to bottle. The lab results suggested the wine might need a bit more time to go completely through malolactic fermentation. To my winemaker's sure palate, the wine seemed soft and stable enough to me when I tasted it, so I self-assuredly ordered it to be bottled. I knew that I could filter out any remaining lactic bacteria with a fine enough filter. But the winery didn't have such a filter, and I didn't go out and find one. I didn't think I needed it. I trusted my own judgment, despite the data.

You can guess what's coming. The wine started to ferment again in the bottle, after we had shipped it out. Obviously, American Airlines didn't want Gamay Beaujolais that was bubbling away in the bottle for its passengers. We had to pull all the wine from the

airline, resulting in a serious financial loss to the family. We had a big opportunity with our 1978 Gamay Beaujolais to get the wine before an important audience and build a long and mutually rewarding relationship, and I failed. There is no way to measure the loss in terms of pride and Fetzer Vineyards' reputation. But at the time, I didn't apologize to Barney or anyone in the Fetzer family. I wouldn't even acknowledge my mistake. *Any* mistake.

Every serious winemaker has had a wine go bad for one reason or another. Wine is one of the most complex biological liquids on Earth, and although we are its makers, we are never quite its masters. So my experience with the Gamay Beaujolais was not unique. Yet I deflected responsibility for it with every excuse I could. We were growing, making lots of wine, and I was under a lot of pressure. I was making the Fetzer family a lot of money and bringing them all kinds of acclaim. How could they expect me to be perfect?

Fetzer's business was booming, sometimes doubling in size year over year. In some ways, the acknowledgment and the praise I was getting from Barney, from other winemakers, and from the marketplace made me think it was all I really needed. I can remember even saying at times that what I loved about crush was that I had absolutely no responsibility and no obligations to anyone but the wine. I was in my own world, and everyone else had to adjust to me.

When I joined Fetzer, I was married to a woman named Lynne. She was incredibly supportive of my dream of becoming a winemaker and a pioneer in what was then considered a remote winegrowing area. She also shared my passion for wine and made life easy wherever we lived. Her love was family, and she made the move to Redwood Valley a fun adventure for our two boys. But most of the time, I was having my own private adventure at

the winery. That's where I was in my element, and that's where I spent the majority of my time.

Over the years, things became difficult at home and tense at the winery. People told me later that I walked around the winery with a scowl on my face all the time. I was probably the same with my family, but my wife and kids were afraid to tell me. Perhaps they did try to tell me, but I couldn't hear it. The formula of command and control that I had learned during three years in the military before I went to study winemaking, of setting and achieving goals by and for my own authority, no longer succeeded with the people I loved most in the world. Still, I could not abandon it. It had worked far too well, for far too long, for me to see what lay ahead. Finally, I shipwrecked my marriage and devastated my own family, and then it was too late. Lynne and I divorced in 1983. I was furious at others, furious at myself, and unable to express it. I still could not acknowledge my own role in the failure, which made it worse. I went through a dark period where it was hard to stay focused even on winemaking.

Fortunately, it didn't kill me or hurt the winery. I still had my work ethic and I had managed to hire a few people whom I did finally trust and rely on. But I had to find some new bedrock to stand on. What I thought was a firm foundation had gone to quicksand. I started, perhaps for the first time, questioning myself and my motives. Wanting something firmer for my life took me into a new phase of questioning what was important to me, and why. Why was I doing what I was doing? What did I really need to fulfill me? I sought counseling. I read books. I took courses. Slowly I got back to some semblance of normality. In 1986, I married for the second time to Diana Fetzer, a very special lady with whom I share many interests. We both love food and wine,

and we love being outdoors in the garden (her) or the vineyard (me). She is the eighth of the eleven Fetzer children, and we had a picture-book wedding at the winery.

Around this time, Fetzer Vineyards had a string of incredible vintages, including the memorable, even historic ones of 1985, 1986, and 1987. I believe those wines, particularly the Cabernet Sauvignons, would still stand up to the best wines of the world. By 1988, however, I had to face the fact that no matter how good the wine was, I was still struggling with what was really important to me. As you can imagine, with this continuing confusion, my new marriage was rocky at times, which alternately scared me and angered me.

OPENING UP

IT WAS MY BROTHER PETER who finally helped me see that my personal drive for success at work was an empty substitute for discovering what really made me happy. My own judgments were more real to me than the behavior of the people around me, and justifying my own world was more important than joining the world everyone else was living in. I saw that I had not fulfilled my role as husband and father for my family. Rather than discovering who they were and what we needed to flourish together, I had simply taken what I needed from them and let them deal with the consequences, like a business that doesn't care about the consequences of polluting rivers or mistreating its workers.

It was the same with my winemaking team. I realized that I controlled and dominated them, using them to advance my own ambition, never allowing for their own personal growth or success. I certainly rarely shared any recognition. I thought I was serv-

ing Fetzer, but I was, in reality, pursuing my own personal agenda. That gave me justification for getting angry at people rather than stopping to question my own part in the system, my own role in our success and occasional failure. This may be typical “leadership” behavior in many corporations, but that did not excuse it. The environment I created was one of uncertainty, hesitation, caution. I personally felt free to do whatever I wanted, but the people who reported to me obviously felt differently.

With this new awareness, I started to slowly change my behavior and create a more positive environment. Instead of expecting my winemaking team to fail or let me down, I opened up to them. Instead of enforcing my world on them, I found the world we inhabited together, where our communication could be a two-way street that offered more freedom of expression to everyone. After some initial doubt, they responded. The results were unbelievable.

The extent of the changes I'd made were brought home to me by the holiday season of 1991. December is also review time for winemakers. I'd met with and reviewed my team that particular morning. I was scheduled for my own review with John Fetzer (Barney's son, who was CEO at this time) late that same morning. The winemakers, somewhat inconveniently, wanted to take me to what they had hinted was a special lunch. I agreed, though it meant I would have to hope that my own review would be completed on time so I could rush from my meeting with John to head downtown to one of our favorite restaurants. I wondered, if only for a moment, if this might be a goodbye lunch for one of my team.

As I walked into the restaurant, the winemakers were hard to miss. There they sat, all five of them, grinning like Cheshire cats. They asked how the review had gone, and I said, “Well, I've got

the fax machines sending out my résumé as we speak.” This joke fell flat even as I heard the words come out of my mouth. I began to feel uneasy.

Just then, Dennis Martin, whom I consider one of my best friends, began speaking. “We just want to give you something special because you’ve been really great to us.” He slid a handmade wooden box across the table. The gift was a winemaker’s dream: a bottle of 1985 Château Mouton Rothschild. The box carried a small brass plaque: “Thanks For Your Guidance, Your Support, And Your Friendship.” Receiving it is one of my favorite moments as a winemaker, a cherished memory that marks a great step forward in my life. I realized at that moment that I had truly changed. I was making a positive difference in the lives of my coworkers, and I also felt the wonderful impact they had made on my life. This was the payoff for the hard work of transformation I had begun some two years before.

As I came out of my own world and joined the rest of the world around me, I saw that there were many needs going unfulfilled and I began to wonder how I could make a larger difference than by simply making wines. I even played with the idea of going back to school and becoming a doctor. That way I could directly touch the lives of others and know at the end of each day what contribution I had made in the world.

But in 1992, the Fetzer family sold the winery to Brown-Forman and recommended that the new owners appoint me president. They agreed and suddenly, unexpectedly, the opportunity to make a bigger contribution to the world was opening up right in front of me. Around that same time, I read an eye-opening book called *The Ecology of Commerce* by Paul Hawken. His analogy—that the world of business could work with the same harmony and balance as the natural

world—deeply appealed to me. Already, with the help of my brother, I was making a personal transition from living in my own world to living fully in the larger world around me, and that had enabled me to make a difference in my relationships with others. Now, through Hawken’s book, I began to imagine that I could do the same thing with Fetzer. Our whole company could operate with a far richer awareness of its place in the world, and from that perspective it could make a much bigger difference than I could make alone.

Ten years later, I now see this as the first principle for sustainable business: *Your business is part of a much larger system.*

REDEFINING PROGRESS

THE VIEW OF OUR FOREFATHERS in business was that continuous economic growth is the natural path for human progress. Ongoing technological advancement increases productivity, and the development of new products improves the quality of life. Economic globalization spurs competition, creates jobs, improves the conditions of developing countries, and is, in general, a benefit to all.

This is a great story, and it’s a complete story if you accept the original premise, that human progress comes from continuous economic growth. We now know, as Hawken was already arguing a decade ago, that left to its own unconscious devices, continuous economic growth produces the reverse of progress. It is actually endangering the earth we all share.

Humanity now consumes resources and produces waste faster than the earth can replenish and absorb them. One of the indicators that the United Nations monitors is known as the “ecological footprint” of human activity. This metric was created by an organization called Redefining Progress. It involves a tremendous amount

of research and analysis, all to give us a simple, powerful way to understand our impact on the earth. The latest “ecological footprint” update, in November 2002, calculates that our biosphere currently needs about a year and three months to renew the resources and absorb the waste that humanity consumes and throws away in a year.

In other words, we’re using up fifteen months of the earth for every twelve months of real time. We’re behaving as if we had more than one Earth to live on. We’re living beyond our means. We’re borrowing from the future, accelerating toward the day when Earth simply won’t be able to sustain humanity any longer. This is particularly sobering when you learn that a third of the 6.2 billion people on Earth live on the equivalent of less than one dollar a day. So even as we’re drawing down the planet’s reserves, we’re leaving billions of people far from the wealth we’ve created. Is it any wonder their anger and resentment are rising?

I still believe in economic growth, but I no longer see it as separate from everything else going on in the world. I now believe that business can change its premise and view economic growth from a larger perspective. If we start from the position that our businesses are part of a much larger system, we see success and failure differently. If my business helps keep the system healthy and vibrant, my business benefits. If the system fails, then my business fails too.

At Fetzer, we now recognize certain realities shape everything we go. Here are some:

- **We are not alone:** Everyone, and every business, inhabits the same larger system. None of us is outside it or exempt from its realities.

- **We are not separate:** All our actions as a company and as individuals affect the larger system, just as its health and well-being affect us. Everything within the larger system is interconnected and interdependent.
- **We can make a difference:** The choices we make can turn interconnectedness into a lever long enough to move the world. We can create change in the larger system by how we operate in our own spheres of influence—whether it's inside our companies, inside our communities, or inside our industries.

This thought—that your business is part of a much larger system—does not in any way diminish the power, resources, and potential of business to create wealth and progress. The new possibility is to harness business's efficiency and innovation, its sheer ability to focus people's attention, to leverage our interconnectedness rather than ignore it. Business should do more than just maximize profits.

PUTTING THE PRINCIPLE OF INTERCONNECTEDNESS INTO PRACTICE

ONCE WE ACCEPT that we're sharing the limited resources of this planet together, the next step is to see that what affects one affects us all. We expect the managers of multinational corporations to think globally, but now everyone feels the interconnections that ripple around the globe. Even the owner of a mom-and-pop grocery store knows that the prices and demand for certain products are caused by what happens halfway around the world. A government decision to plant coffee beans in Vietnam brings down a

decades-old system of coffee pricing between North and South America, driving thousands of coffee workers to the brink of poverty. Deregulation of energy delivery in California throws the energy industry out of whack in the entire American West. Regional economies are more affected than ever by the global macroeconomy, and policy makers are increasingly losing their ability to manage separate national destinies.

Beyond the large, visible consequences of interconnectedness are the invisible consequences. There is not a single person on Earth, I believe, who ever wanted to create a hole in the ozone layer. Yet all of us together have created such a hole. A layer of molecules made from oxygen atoms, floating thousands of miles up in the atmosphere, seems about as remote from our life as anything could be, even less a part of our daily experience than the moon. Yet the ozone layer is a vital filter that moderates the sun's energy. It's one of the reasons life evolved on this beautiful, temperate planet. Through a large number of unaware but interconnected actions, we have created an unintended and undesired result.

Once we see that we are part of a much larger system, and that we are interconnected with everything within it, we can start to have a more positive influence. When scientists discovered the role of chlorofluorocarbons (CFCs) in stripping oxygen molecules out of the atmosphere, it enabled us to change our behavior and ban or limit the release of CFCs into the atmosphere.

This same process applies to business. First, we must be aware that our businesses are part of a much larger system. This awareness needs to start at the top, so people take it seriously. Out of that awareness we naturally can see the interconnections, and the opportunities where a change in our business practices will lead to new and better consequences for the system. Finally, we can

respond to those opportunities by acting, and through those actions create sustainable businesses for a sustainable world.

GAINING AWARENESS

FOR THE PAST TEN YEARS, we've been learning how this process works at Fetzer Vineyards. Many of our vineyards lie alongside the Russian River, and we noticed the potential for erosion of topsoil and road cuts to silt up streams that fish rely on for reproduction. We realized that what we called "the creek" flowing through our winery was not just a drainage ditch but a critical part of the ecosystem, a large, complex watershed inhabited by many living things. Because of development, our new vineyards were closer to housing and industrial areas, not located well out into the country as the original ones had been. We now have more neighbors and more animals competing for the same space. After a while, it was impossible to see anything related to our work with the land that was not part of a much larger system.

We also became more aware that Fetzer is one of the largest employers in our economically depressed county. We had seen other local businesses failing, most notably timber and fishing. We had seen the devastating impact these business failures had on our area. It was crystal clear that Fetzer Vineyards' economic success was critical to the quality of life in the community and that the people who worked for our company were the same people who lived in the surrounding towns. We saw that we had influence. We had a responsibility. We took a look at how we compensated our employees relative to other companies, how we housed vineyard workers relative to other wineries, and how we interacted with our community compared to other businesses.

Our place in the economic system was something we talked about all the time, but thinking about the larger system gave us fresh perspectives. If we were going to keep growing at the rate we intended, we needed a lot more grapes, from a lot farther away, and we needed to get much better at the logistics of finding them and bringing them to our winery. We had to be sure that we found suppliers and vendors that supported our business practices. We were going to have to be able to keep hiring top-quality people in a thinly populated rural area. So, we would either have to recruit them from other communities or develop a training program strong enough to build talent from within. We were going to have to expand our distribution channels and reach more consumers, convincing them to drink Fetzer wine because of its quality and inherent value. We wanted consumers to know about our sustainable practices, so those who shared our views would have yet another reason to buy our wine.

In short, all our plans involved the outside world. If we didn't manage our interconnection to it, we were not going to be successful financially.

RESPONDING TO OPPORTUNITIES TO OPERATE MORE SUSTAINABLY

AS WE HAVE OPENED UP our awareness of our larger system, the opportunities to operate Fetzer more sustainably seem to arise nonstop. One that we have embraced most fully is stewardship of the earth. This stewardship includes all our own vineyards, old and new. It involves proactive restoration and conservation: eliminating chemicals; planning how and where we lay out new vineyards; changing how we irrigate our fields; determining where we site

roads and allow vehicles; committing to conserve and restore riparian habitat. We also have influence and impact on thousands of additional acres due to our grape purchasing contracts with other growers, and we are working with them so they will farm their fields sustainably, as well.

Beyond that, our commitment to the land is helping shape an industry-wide conversation about sustainable agricultural practices. We also see an opportunity to help conserve resources, so we are constantly reducing our energy use per unit of output, reducing solid and liquid waste, and increasing the percentage of energy we generate or purchase from renewable sources.

Seeing our people as the living link between Fetzer and the community has led to an equally strong commitment to change how the winery relates to both. We have transformed our worker housing program, sponsored ESL programs for our Spanish-speaking workers, and helped employees find full expression for their leadership skills, not just at work but in the community, as well. We have opened up our organic garden and culinary programs for local educators, created scholarship programs, and donated money and employee time to numerous local community causes.

We are also actively sharing everything we have learned and done to make Fetzer more sustainable. We're connecting with the wine industry and the broader business community. This is now making a difference in the way our industry works—a difference that can be a model for all agriculture, everywhere. That model includes equitable treatment for people, preservation of the earth's natural vitality, and a solid economic return for business owners.

TAKING UP THE MANTLE FOR SUSTAINABLE VITICULTURE

ONE OF THE WAYS we became a leader was by committing Fetzer to grow only organic grapes. Our own vineyards include about 2,000 acres, which is a drop in the bucket in a state with half a million acres under vines. But our stand for organic viticulture captured the attention of many growers and vintners, who see a major opportunity to reposition the wine industry as a caretaker of the earth rather than another example of so-called “industrial farming.”

California’s Wine Institute, which represents hundreds of wineries producing the vast majority of the state’s wine, and the California Association of Winegrape Growers, which represents the state’s large community of independent grape growers, have now taken up the mantle for sustainable viticulture, educating their members and informing the public. That’s what led to the creation of the Code of Sustainable Winegrowing Practices. This in turn is sending ripples beyond the wine industry, because as the wine industry shifts toward sustainable farming, it’s going to become an example to the rest of the state’s huge agricultural sector—and to millions of consumers throughout the country.

THE WINE INDUSTRY STEPS UP

IN 1999, BILL TURRENTINE, a well-regarded California grape and wine broker, posed a provocative question: Should the American wine community have a vision for the future? The

timing of his question was good, because the industry was healthy and in a good position to consider its future. Furthermore, Bill saw that other large wine-producing nations—particularly Australia—were aiming directly at the U.S. market. The corporate-led Aussie wine business had already proven that it could produce a quality product in high volumes at a very competitive price, due to lower costs for land and production and favorable exchange rates.

Now the Australians were planting vineyards at an escalating pace, as part of a strategic plan to become a major player in the worldwide wine market. Chile, Argentina, and New Zealand were also planting at levels nobody had ever seen before. France, Italy, and other “Old World” wine countries were continuing to expand their vineyard and winemaking research efforts with the support of government subsidies. California had doubled its planted acres in the 1990s, so we also were going to have a lot more wine to sell. Where would it all go?

So I helped to put together a meeting of 60 wine industry leaders from around America, representing over 95 percent of the wine produced in the United States. Called the Wine Vision meeting, it was an incredible event in many ways. The wine industry in this country has historically been made up of independent producers who don’t normally work together on projects. In fact, most of the people at this meeting were known for being fiercely independent. (I suppose you could count me in that bunch.) Everyone was learning what other people thought about things, often for the first time.

DEVELOPING A VISION

YOU MIGHT EXPECT that 60 fiercely independent people would come up with 60 fiercely opposed opinions. It turned out that there was an amazing amount of alignment. And by the end of the second day, we developed a vision for America's wine industry. Our strategic intent was that America would be the preeminent supplier in the global marketplace, in which there are established giants, such as France and Italy, and emerging powerhouses, such as Australia and South America. Gaining market leadership in such a setting would be challenging, but we felt it was achievable. Three strategic platforms would get us there.

First, we would participate in the markets that demonstrated the greatest potential for growth and prosperity. That's just good business, but we needed to articulate it and develop a plan that would focus our resources. Most of us had less than ten years' experience in the global market, so we were just beginning to understand the dynamics of international trade, regional cultures, and global marketing techniques and consumer interest. Second, we would make wine a part of American culture. This was more intriguing. It would require us to shift the cultural perspective that the American public had about wine. We want them to know what we know—that wine can be a part of a healthy, responsible lifestyle. Consider the differences in wine attitudes and consumption levels between the United States and Europe: Europeans treat wine as food and drink it in moderation with meals, while most Americans consider wine an alcoholic beverage. This is a big reason that healthy per capita consumption of wine is much higher in Europe than it is in the United States.

It was the third platform everyone agreed on that floored me:

The American wine industry would become a leader in sustainable business.

Looking back, I'm still surprised. I did not go into the meeting determined to put sustainability on the agenda. Yet when the topic came up, people looked at me and expected me to speak. Apparently they had been reading and hearing about how Fetzer was doggedly determined to run its business on a sustainable basis. They considered us leaders. We were not aware of the influence we were having on the whole conversation about where the wine business should go, but in the real, literal discussion over those two days, sustainability took center stage. Other people with interest in and experience on the subject then spoke up, and it became part of the whole wine community's goal-setting.

Soon after that Wine Vision meeting, the Wine Institute and the California Association of Winegrape Growers formed a partnership and began writing a Code of Sustainable Winegrowing Practices. Fetzer, along with other industry leaders and professionals, contributed information and advice on all aspects of viticulture and wine production, human resources, community relations, and corporate citizenship. The code is now being introduced to vintners and growers throughout California, and it will have a meaningful impact in the years to come.

All of this activity culminated for me at that point on the podium in 2002. I felt that my whole career had led me to that special moment. It's amazing to look back now at my original, very singular and personal desire to make a bigger contribution to the world and see how it has expressed itself, through my job and my company. I didn't know, when I was named president of Fetzer, that it could become a model for a whole industry, spanning many nations. I didn't know that one person's desire to

contribute more could help create an environment for countless other people to express their own desire to make a contribution. Now I see that we're interconnected, part of a much larger, ever-changing system. And we can make a difference.

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