

## INTRODUCTION

Our world economy is a mess. The story is not new. America's shift from values of community, spirituality and integrity, toward materialism, competition and disconnection has been well documented. This paper moves beyond a traditional Humanist critique of consumerism to detail the causes and conditions necessary for meaningful change.



Our existing economic fallacy began with Smith's "Invisible Hand."<sup>1</sup> The "Invisible Hand" of the market economy is a made-up paradigm designed to prevent public inspection of economic processes. Smith's creation is a farce! It allowed propaganda to increase profits, where watch dogs are paid-off and the "survival of the fittest" guarantees inferior products and consumer suffering.

Today, we recognize that the economy is directed with precise marketing technologies powered by a ubiquitous corporate structure that dominates the social, political and economic aspects of society. A tool to manipulate and stupefy the public, "The Invisible Hand" fable economist use insures that the majority remain blind to the psychological and scientific means employed to convert human beings into blind consumers.

The American consumer is subjected to poisons and hazardous consumables that many countries in the world ban for use with livestock. Our government protects no one but Big Business. The "Invisible Hand" leads the unaware consumer to selfishness in order to increase profits to perpetuate a greed dominated corporate power system. This paper will reveal the technologies and hidden forces in the hope that the reader will become aware of their own propaganda addictions and take steps to avoid feeding the "American Machine."

<sup>1</sup> 1776 Smith, Adam; The Wealth of Nations: "every individual necessarily labours to render the annual revenue of the society as great as he can. He generally, indeed, neither intends to promote the public interest, nor knows how much he is promoting it. By preferring the support of domestic to that of foreign industry, he intends only his own security; and by directing that industry in such a manner as its produce may be of the greatest value, he intends only his own gain, and he is in this, as in many other cases, led by an invisible hand to promote an end which was no part of his intention.

# The American Machine

By Eric R. Weaver

Submitted to: Dr. John M. Jermier

Submitted on: Tuesday, May 05, 2009

Introduction.....	1
Background.....	3
The Lie.....	5
The American Profit Machine .....	8
Causes of the Environmental Crisis.....	11
Can it change?.....	14
A Paradigm Shift.....	17
The Research.....	22
Discussion.....	24
Conclusion .....	26
References.....	28

## Background

*"We can't solve problems by using the same kind of thinking we used when we created them" - Albert Einstein*



Our current business environment has its roots in Calvinism, the Industrial Revolution, and the Protestant work ethic of the last century (Bell, 2004b; Hoffman & Sandelands, 2005). 21<sup>st</sup> Century Scientific research has generated increased industrial development for more and more consumer techno-gadgets (Economist, 2002). As corporations became technically integrated, they were able to grow in size, reach and diversity. Each new techno-gadget induced the consumer's desire to use it, increasing the corporate bottom line and fueling further technical expansion.

This cycle of consumerism has been labeled "Affluenza," a disease in which consumers are caught in an unending desire for more material goods in order to attain the illusionary American Dream of "Happiness." Affluenza has been described as "a painful, contagious, socially-transmitted condition of overload, debt, anxiety, and waste resulting from the dogged pursuit of 'more' resulting in the spiraling cycle of over consumption, spending, stress, and broken relationships caused by America's obsession with uncontrolled economic growth at any cost (Graaf, Wann, & Naylor, 2001)."

*"The market" has achieved mythic status as a larger-than-life, quasi-magical, all-knowing force that can cure most any economic, environmental, or social ill. (Gardner, 2006)."*



This addiction to consumerism has created greater demand and more disposable products (Gardner, 2005) which spawns acceleration in technical development and competition between

businesses seeking to profit from consumer desires. There are now complete industries dedicated to creating disposable fad products that seemingly only add to their bottom line (Hakuta, 2007).

The fast food industry rarely provides healthy nutrition, is a prime example of this addiction to profit at any cost which has proliferated nationally and internationally (Ritzer, 2004). As the fast food industry has grown, related issues have evolved wherein faster food production and agricultural technologies are needed to match the ever increasing hunger of the consumer (Nierenberg, 2006). Industries continuously seek and create new consumer needs to satisfy (J. Thomas, 2004). The technologies and profits jumped in leaps and bounds as industries used propaganda (Boehlert, 2001) their puppeted community leaders (Hyams, 2004), celebrities (NFL at right) and scientists (Warde, 2001) to promote consumer purchases. No opportunity was missed to create another sale (Lloyd, 2005). The massive industries of the American Machine exploit everything possible, with the simplistic notion to exploit it all now, or a competitor will exploit it later (McKibben, 2005). This has formed the foundation for our consumer economy, in which business schools typically emphasize the "eat or be eaten" concept of capitalism that has driven the American Machine. This conception of the American Machine which includes the corporation and all it's associations and appendages to create profits without regard to environmental or consumer damages is defined and explored in this manuscript. The American Machine will be reviewed in its various proliferations to conclude with possible cures and solutions.



## The Lie

America was founded by the elite, the land holders, the wealthy and the intelligent.<sup>2</sup> They had created a system to share their wealth and insure their new nation would be able to expand by encouraging all citizens to attain individual wealth and resources (Constitution, 1787).<sup>3</sup> Contrary to popular belief, Government contracting for the “\$500 toilet seat” was intended to help spread the wealth, which was designed into the system. However, the system was flawed, in that the elite founders who were of high values and fortitude for serving and helping their fellow man were soon replaced with people of lesser character, or robber barons.

"Burrocrats" (aka bureaucrat = pronounced burro-crat = burro, a small donkey and the Greek suffix -kratia or kratos - means "power" or "rule." Burrocrats: "Jackass rules") soon discovered the “\$500 toilet seat” could be purchased from their family business to increase personal profits and distribute wealth to their own private part of the “public.” The carefully formulated American system was infiltrated with this self-serving mindset, making "Burrocrats" a mechanical programmed appendage to the American Machine. The "Burrocrats'" sole function soon became to consume, rationalize their own existence, and create more excuses for cumbersome methods requiring additional "Burrocrats" or equally exploitive offshoots. This is designed by them to sustain control over resources to rationalize their own existence or, better still, to privatize all operations into family businesses with no regulatory controls as we are seeing to the extreme today with the current administrative regime. The original ideals of the Founders to share the wealth were superseded by the selfish "burrocrat," and others entranced by

---

<sup>2</sup> In 1776 the colonial congress had the elite of their colonies. They were men of means and social standing, but for the sake of liberty, they pledged it all -- their lives, their fortunes, and their sacred honor.

[www.ussyorktown.com/yorktown/foundingfathers.htm](http://www.ussyorktown.com/yorktown/foundingfathers.htm)

<sup>3</sup> US Constitution: Article 1, Section 8; To promote the Progress of Science and useful Arts, by securing for limited Times to Authors and Inventors the exclusive Right to their respective Writings and Discoveries

the American Machine propaganda. Professional judgment has been replaced with protocol, rules, laws and systems resulting in the dehumanization of children, families and the public servant who are often now all "lost in the system."



**"THE REFUSAL OF KING  
GEORGE III TO ALLOW THE  
COLONIES TO OPERATE AN  
HONEST MONEY SYSTEM,  
WHICH FREED THE ORDINARY  
MAN FROM THE CLUTCHES OF  
THE MONEY MANIPULATORS  
WAS PROBABLY THE PRIME  
CAUSE OF THE REVOLUTION"**  
**-BENJAMIN FRANKLIN  
FOUNDING FATHER**

The *Kelo v. New London* case decision (Stevens, 2004) allowed government takings of private lands for non-government usage, when land was transferred to a private developer. "Justice John Paul Stevens, writing for the majority, cited cases in which the court has interpreted 'public use' to include not only such traditional projects as bridges or

highways but also slum clearance and land redistribution. He concluded that a 'public purpose' such as creating jobs in a depressed city can also satisfy the Fifth Amendment (Lane, 2005)."

Shows how the Burrocrate appendage to the American Machine has evolved to include the judges in the system.

No rules are universal (Beamish, 2001),<sup>4</sup> but are often created with the pretense of public service but rooted in greed to increase profits to a private industry of the American Machine.

*"Man is the measure of all things, claimed Protagoras, human laws are designed to serve the interest of the ruling class."*

The Federal Drug Administration (FDA) supports drug companies. To survive and support the hand that feeds them, the organizational imperative is clearly to seek the means to

---

<sup>4</sup> p 11 They saw how a corporation will come in and lie and say anything to get what they want. Once they are in, they will continue to lie, breaking all the verbal agreements they have made with the county as things go down the line.

approve anything supported with enough money. It is neither human safety nor the general public that are a regulatory priority; it's the industry that supports the FDA staff that is served.

*“Literally tens of millions of Americans have been harmed by FDA negligence over the last decade, and well over one million have been killed by FDA-approved prescription drugs – many of which were approved based on fraudulent scientific data the FDA conveniently chose to overlook. Through its abandonment of public safety and scientific integrity, the FDA has now become the single greatest threat to the health and safety of the American people, dwarfing any threat posed by terrorists (Adams, 2006).”*

Cancer was created from all the toxins the American Machine put into consumer food and products (Goldsmith, 1998). Cancer is a whole new industry creating enormous profits for the medical industry. The American Machine may never cure cancer, because it is designed to only create more profit. For example, industrialized consumables such as GMO corn, wheat and sugar have nearly lost all nutritional values. Soils have been depleted so there are no mineral values there either.<sup>5</sup> Soil degradation on as much as 65% of agricultural land worldwide has become a major issue (World Resources Institute, 2000b quoted by (Hoffman & Sandelands, 2005)). These commodities are produced by the American Machine's exploitation of plants which are fed processed chemicals to force growth and create food products. The resulting food stuff is nearly completely void of all any healthy natural substance after the completely mechanized processing designed for speed and profit, not human consumption. Again the American Machine has run a muck creating extreme profits with no regard for the consumer health or basic needs to purchase nutritional value.

*"They must find it hard to take Truth for authority who have so long mistaken Authority for Truth." - Gerald Massey*

---

<sup>5</sup> The nutritional and mineral profile of the plant ultimately depends on the mineral content of the soil. Since soils today are so over-farmed and depleted of all but a few basic minerals, most of our produce lacks the minerals they should contain. For example, a lot of plants absorb selenium when selenium is present in the soil. But when selenium is not present in the soil, of course it's not available to the plant. The plant gets grown and taken to the store and sold and consumed anyway, even though it doesn't have the levels of selenium that it should contain according to traditional textbooks. <http://www.newstarget.com/z020072.html>

## The American Profit Machine

The great industrial mechanism has grown to profit from and exploit literally everything. When materials are extracted from the earth or processed commercially, any concentrated elements derived are also exploited to increase profits. Waste is repackaged and sold. For example, when processing phosphate rock into fertilizer, toxic fluorides are derived (Valerian, 1997). Large quantities of wastes are difficult to dispose of (Newswire, 2002). Small amounts are easily spilled at the minor cost of a government fine, which is rarely paid (Mendoza & Sullivan, 2006). But large quantities that continually are produced in the industrial processes are more expensive and difficult to dispose of. Therefore, the American Machine has effectively created new markets for these byproducts / wastes. For instance, fluoride now is sold to municipalities for public water supplies after ALCOA-funded scientist Gerald J. Cox "invented" a market for fluoride, which was the aluminum industry's most devastating pollutant.

*"In 1939, the first public proposal that the U.S. should fluoridate its water supplies was made not by a doctor, or dentist, but by Cox, an industry scientist working for a company threatened by fluoride damage claims (Griffiths, 1992)."*

"When fluoride is ingested, approximately 93% of it is absorbed into the bloodstream. A good part of the material is excreted, but the rest is deposited in the bones and teeth, and is capable of causing a crippling skeletal fluorosis. This is a condition that can damage the musculoskeletal and nervous systems and result in muscle wasting, limited joint motion, spine deformities, and calcification of the ligaments, as well as neurological deficits (Null, 2007)."

Fluoride effectively leaches out calcium from the bones, increasing the vitamin industry's profits (who sell supplies of calcium supplements), the medical industry's profits (increasing cases of osteoporosis and resultant hip replacements) and of course the phosphate and aluminum industries thus serving multiple segments of the American Machine.

*"Plato complained (in The Republic) the ultimate Sophist point: Even truth has a price on it. If morality is human-derived, it follows that morality is whatever any human wants it to be, justice and inequality be damned (Bell, 2004a)."*

In the meat packing industry, factory farm animal by-products are used as feed. "In the United States, it is *still legal* to feed beef tallow to cattle. Producers also mix into their cattle diet cow's blood, chicken, chicken manure, feather meal, pigs, and even sawdust; while the United Kingdom prohibit feeding meat and bone meal to cattle to prevent bovine spongiform encephalopathy (Nierenberg, 2006)." Cattle slaughterhouse waste, blood and excrement are used to feed farmed animals, creating the Bovine Virus (Greger, 2003) which simultaneously keep the medical industries rich. Avian influenza virus and the Pig flu in pork (BBC, 1999) have also developed from recycling their slaughter scraps and animal wastes into feed to increase profits. Fish bones and carcass scrap ground into their feed allow industries to save on waste disposal expenses while adding weight to the products sold to consumers to further increasing retail profits.



The meat industry, however, opposes more testing. Dan Murphy, the spokesperson for the American Meat Institute, responded to criticism by stating, "Further testing would cost taxpayers more money, could slow production and would yield no benefits." He reiterated, "It's a matter of asking the question, "Where would the benefit be?" I'm sure Don Simms has an answer for Mr. Murphy. His teenage son lies twitching in a hospital bed in Belfast. Jonathan Simms, once healthy, strong and athletic, is in a coma, wasting away on the verge of death from mad cow disease, like so many dozens of teens before him. (Greger, 2003)

This process also increases the concentrations of bio-accumulated toxins while creating optimal conditions for increased disease in the animals. As with the fluoride, waste concentrations are low enough that the animals are not killed immediately (Morgan, 2006). Illness and growth abnormalities are meaningless side effects for the big American Machines that process the products quickly enough to avoid any significant loss of life to meet their mandated profit requirements. The products are sold, increasing profits, and the waste is

consumed, reducing expenses (McGinn, 2002). Ethical treatment of animals and consumers is not a consideration in the American Machine's profit equation.

The prevailing policy in modern industry is to prioritize for increased profit above all else. Harmful impacts are ignored unless a direct link to damages can be clearly demonstrated. As in the fluoride and meat packing examples every segment of the American Machine participates in this dance of exploitation. From the medical, chemical, plastics and mining segments to the heavy equipment, pesticide and petroleum industries, once bi-products, synthetic materials and heavy equipment are proven dangerous or obsolete, The American Machine creates new markets to continue profiting from this existing capital.

One method this is accomplished is by manipulating Third World countries to create incentives for business development. Old technologies and dangerous chemicals and pollutants such as DDT and Agent Orange are exported to generate new profits without correcting the pollution and health hazard. "People who live in Dhaka, Bangladesh, for example, breathe air that has the highest atmospheric lead levels in the world. And in Africa, much of the gasoline sold today contains among the highest levels of lead in the world (McGinn, 2002)." The American propaganda machine is used to create new laws and circumvent pollution problems (Charman, 2006). All these products and technologies are now illegal in the USA, so the American Machine exported whole factories such as the old-lead gasoline auto factories are now in other countries producing the same dangerous harmful products. The American Machine creating the factory equipment, resources and machinery which is no longer profitable in the USA, but is now generating profits elsewhere with no regard to the facts and health of the consumers, but only greed and continued profits from old designs and technologies still operational in these exported auto factories.

## Causes of the Environmental Crisis

Much has been published on the subject of the Earth's impending environmental crisis (Connor, 2005; Hoffman & Sandelands, 2005; Mckibben, 2006) See figures, depicting World Population Growth, World Ecological Footprint, Loss in Selected Wetlands, Change in Extent of Forest. Many leading experts are challenging businesses to "clean-up their act" (Anderson, 2003; Assadourian, 2006; Braungart, 2002; Jermier, Forbes, Benn, & Orsato, 2006; Senge, Scharmer, Jaworski, & Flowers, 2004; Sheldrake, 1994).

A number of re-engineering methods have been developed to support this (Braungart, 2002; Hawken, 1999; Hoffman & Sandelands, 2005; Jermier et al., 2006; Senge et al., 2004; Tolle, 2005). These models offer some hope of progress towards implementing business processes that sustain rather than degrade the environment (Anderson, 2003; Rowledge, 1999)

However, the American Machine is not something "out there." It is not an industry problem. It is not the CEO's problem. It is not a class problem, or a political problem, nor an inadequate research, missing scientific data or regulations problem. It is a people problem. All people. Everyone, everywhere. It is OUR problem. We all have contributed, and we all are responsible for it. The problem is an

**Table 1. Loss in Selected Wetlands**

Wetland Ecosystem <sup>1</sup>	Loss (percent)
Mesopotamian Marshlands, Iraq/Iran	>90
Sistan Wetlands, Iran/Afghanistan	99
Las Tablas de Daimiel, Spain	68
Everglades, United States	~50
Lake Gilli, Armenia	100

<sup>1</sup> Data are lacking for most wetlands in tropical Africa, Latin America, and Asia.

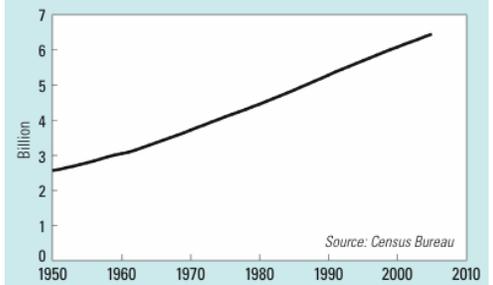
Source: UNEP, Alvarez-Cobelas et al., World Resources Institute, Balian et al.

**Table 1. Change in Extent of Forest, 2000–05**

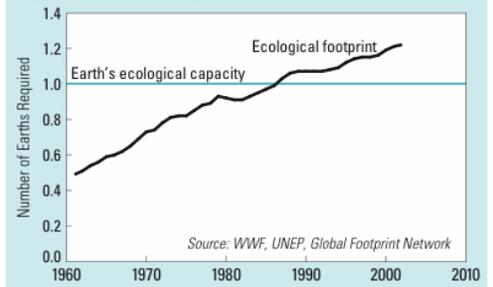
Region	Change in Area (thousand hectares)	Change in Area (percent)
South America	-21,256	-2.5
Africa	-20,201	-3.2
Oceania	-1,780	-0.86
Central America and Caribbean	-1,158	-3.9
North America	-507	-0.07
Europe	3,303	0.33
Asia	5,015	0.88
World	-36,583	-1.0

Source: FAO.

**Figure 1. World Population, 1950–2005**



**Figure 1. World Ecological Footprint, 1961–2002**



individual, social, ethical and cultural problem that we ignore when we accept earning profits without ethics as normal and acceptable behavior. Allowing the American Machine to grow and create more destruction elsewhere is something the American Citizen is promoting and supporting. One example is the exporting of the auto-pollution industry of manufacturing cars to consume lead-based gasoline is something the American Citizen allowed and supported. The American Machine is designed to destroy all the natural resources, clean air and water to guarantee a continued profit stream where global citizens must buy them all.

*"The pollution of the planet is only an outward reflection of an inner psychic pollution: millions of unconscious individuals not taking responsibility (Tolle, 1999)."*

Globally, the American Dream is widely perceived as an ideal.<sup>6</sup> Through the propaganda campaign that we all support through our continuous consumption we have defined and exported a model of excessive materiality and accumulation of private property worldwide. Thus, consumers in Mexico are as ambitious as all Americans to buy and operate the auto. The new exported factories building the old lead-based autos feed the consumer desires again to create the greed and extreme profits the American Machine obtained in the USA.

*"Earth provides enough to satisfy every man's need, but not every man's greed" - Mahatma Gandhi*

Similarly, most of us eat food filled with chemicals and pollution and pretend it is suitable because the FDA and mass media says so, or rationalize that we will die of something anyway. We drink aluminum into our brains (Ganrot, 1986)<sup>7</sup> and use rat poison (P. Thomas, 2005);<sup>8</sup> instead of caffeine because the Medical industry tells us it's 'okay.' Most of us use

---

<sup>6</sup> Affluenza in Africa with the TV and cell phone.

<sup>7</sup> It would normally take "36.5 years to accumulate 1 mg (of AL in the brain), which is the total quantity found normally in the brains of older individuals. . . There is considerable agreement that severe toxic effects occur at a concentration of 1.5 to 5 mg/kg wet weight."

<sup>8</sup> Aspartame was listed by the Pentagon as a biochemical warfare agent. Today it's an integral part of the modern diet... Aspartame, sold commercially as NutraSweet, Equal, Equal-Measure, Spoonful, Canderel and Benevia, is

pesticides on our lawns, think nothing of the piles of plastic and packaging we toss away and have no idea whose pockets are being lined with profits from our endless household purchases. Exporting this consumption based attitude increases environmental degradation and cancerous side effects globally. The American Machine has run-a-muck in the USA and now effectively is destroying the rest of the earth as we in the states have outlawed many of these practices. Even with these laws slated to protect Americans, the American Machine runs the FDA and other consumer protection organizations. This guarantees the cancer and heart disease industries will continue to grow where many other products and foods are imported from countries without our stricter consumer protection regulations anyway.

It has become clear to many that an ever growing number of people are awakening to the larger picture, to the truth about what we are doing to ourselves. Increasingly, people are realizing that their own health and lives, as well as future generations, have been put at great risk by the deceitfulness of the American Machine, which has hypnotized the masses into believing (or hoping) that deplorable actions do not have deplorable consequences. At this point, many realize that we must begin to take full responsibility for what we do in the name of materialism.

*"By taking responsibility for the consequences of his own perceptions, the observer can transcend the role of victim to an understanding that "nothing out there has power over you." It isn't life's events, but how one reacts to them and the attitude that one has about them, that determines whether such events have a positive or negative effect on one's life, whether they're experienced as opportunity or as stress (Hawkins, 1995)*

---

currently available in more than 100 countries and used in more than 5,000 products by at least 250 million people every day. Worldwide, the aspartame industry's sales amount to more than \$1 billion yearly. The US is the primary consumer

## Can it change?

The context of a paradigm shift is people recognizing that the problems are ours and not someone else's. No one else is coming to help. Superman is only in comic books.

Electing new politicians is not the answer. Electing new politicians only means another family becomes supported by the public taxes and more minds are corrupted into greed and control by the American Machine. If we want to eat healthy food and survive, we are the ones who must make things change. We must become more aware and do what is right for everyone, not just what's right for Monsanto and Smithfield. Humanity awakening is the paradigm shift. Greed is a disease causing Affluenza (a symptom); it is only stopped when truth is acknowledged, when people are transparent and become conscious of our inter-connections.

The poor will live and suffer in the destroyed environments while the American Machine profits continue to ensure food, water and air are cleaned and piped into the elite. The owners pay CEOs exorbitantly since they have to convince shareholders (Bonini, Mendonca, & Oppenheim, 2006) that operations are fine; while permits are violated (Kennedy & Worcester, 2003), politicians bribed

THE PULITZER BOARD PRESENTS  
**The Pulitzer Prize**  
 WINNERS  
 PUBLIC SERVICE  
 THE NEWS & OBSERVER  
 Wednesday February 22, 1995  
**For Murphy, good government means good business**



Former legislator Wendell Murphy heads the nation's largest hog farm.

Smithfield uses its wealth to buy politicians, paralyze regulatory agencies and break health and environmental laws with impunity. In North Carolina Smithfield made business partnerships with then state and US senators Wendell Murphy (left) and Launch Faircloth, who protected the company's interests in local and federal legislatures. Using these alliances and adept campaign contributions, the pig industry has been able to corrupt and control the North Carolina state senate. The state's largest newspaper, *The News and Observer*, won the Pulitzer Prize for its five-part investigative report disclosing how the factory pig industry had captured and corrupted the state senate. And in 2000 Murphy was made a director of Smithfield. He now owns 15 per cent of the company's shares.

Politicians who oppose the pig barons are punished. When North Carolina's Duplin County state assemblywoman Cynthia Watson began speaking out against Smithfield's impact on her farm community, the pig industry launched a savage multi-million dollar attack, spending as much as \$510,000 a week for two years to destroy her reputation. Watson was subsequently unseated, and the pig barons succeeded in sending a powerful warning to all North Carolina's senators

Smithfield Foods::Corporate Governance::Board Committees - Mozilla Firefox

File Edit View History Bookmarks Tools Help

http://www.smithfieldfoods.com/Governance/Committees/

**Smithfield**

- Understanding Smithfield
- Brands & Products
- Investor Information
- Corporate Governance
- Corporate Social Responsibility
- Consumer Corner
- Careers
- Privacy Policy
- Legal Terms & Conditions
- Site Map
- Français
- Español
- Polski
- Română

The Board Committee information found on this page is based on our **2007 Proxy Statement**.

**Wendell H. Murphy (68); Director since 2000**  
 Member of Executive Committee

Download our Committee Charters by clicking on the links below.

To contact Smithfield Foods, Inc., Board Committees

(Kennedy & Worcester, 2004a), and workers exploited (Kennedy & Worcester, 2004b). No one knows or cares, as long as the piped-in air, water and food continue to support the endless Affluenza consumption.

*"In 1992 alone U.S. business spent perhaps \$1 trillion on marketing, simply convincing people to consume more and more goods. This exceeded by about \$600 billion the amount spent on education—public and private—at all levels (Foster, 2002)"*

The American Machine is defunct because it is neither ecologically nor morally sustainable. The Invisible Hand is a lie. It did what was necessary to bring us the technology we have now to learn and understand that we need to change. Now we have the global understanding and can change these things together. We can change the way we work, eat, and use resources by sharing information and understanding this truth about the American Machine that *we created*.

Change occurs and paradigms shift when new information causes a new perspective in consciousness. With this increased understanding come improved ways of using this new information. We learned the world is round, eliminated the fear of falling off, and began sailing around the world. We have a new truth, and we act on it. We change! This is a paradigm shift.

*"paradigms" . . . to be universally recognized scientific achievements that for a time provide model problems and solutions to a community of practitioners (Kuhn, 1962)."*

The American Machine paradigm of greed and corruption is obsolete. We do not need it anymore. The greed and selfish mentality of the American Machine is not sustainable. We need to acknowledge this truth! We must make this change ourselves; we need to decide; YOU and I need to decide – are we willing to remain a victim of the American Machine?

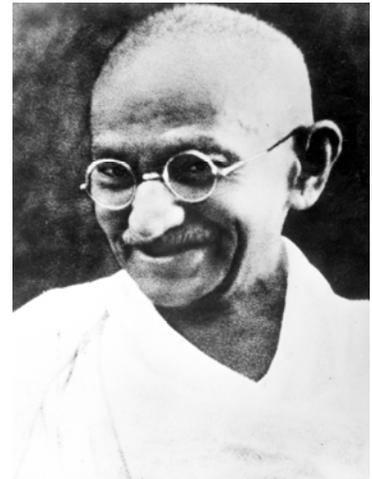
Acknowledging the truth means recognizing that there are those who are lost in the American Machine, unable to see, hear or understand anything beyond this immediate program.

Those who are conscious are responsible for correcting this problem. Those people who remain immersed in the greed and corruption of the American Machine do not recognize it for what it is. They cannot understand anything outside of this paradigm.

*"You have to understand, most of these people are not ready to be unplugged [from the American Machine]. And many of them are so inert, so hopelessly dependent on the system that they will fight to protect it (Wachowski & Wachowski, 1999)."*

Some have evolved to understand these fundamental issues, and they are the ones who must create change. Those who are more conscious have the responsibility to lead with new ideals and values; methods and means. Today's leadership requires a highly conscious, mature intellectual perspective, because as Brown (2003) aptly put it, our planet is under stress wherein systemic degradation is exceeding the earth's regenerative capacity (quoted from (Jermier et al., 2006))

*"We must become the change we want to see" - Mahatma Gandhi*



## A Paradigm Shift

Many corporate environmental paradigm concepts have been defined, as briefly stated below. "The management paradigm that should be used for postindustrial societies is different from the management paradigm developed in the literature during the past three decades (Shrivastava, 1995)." The command and control paradigm which represents the current unenlightened practice, was appropriate when businesses needed government or public complaints for environmental compliance (Livesey, 1999).

Shrivastava further recommends placing nature and human health, (not wealth) at the center of management / organizational concerns as an Ecocentric Management Paradigm . . . seeking "ecologically sustainable organizational designs and practices."

*"Ecocentric management espouses corporate missions oriented toward long-term, global, and environmental issues. In addition to seeking financial gains, ecocentric companies actively seek harmony with the natural environment. Nature is a primary stakeholder, both in the regions where a company operates and globally. Ecocentric companies have their commitments to nature clearly articulated in mission statements (Campbell & Young, 1991 quoted by (Shrivastava, 1995))."*

This model is where the industrial ecosystem seeks to emulate this idea of natural ecosystems. Conceptually, it consists of a network of organizations that jointly seek to minimize environmental degradation by using each other's waste and by-products and by sharing and minimizing the use of natural resources (Allenby, 1993: Ayres & Simonis, 1992 quoted by (Shrivastava, 1995).

Gladwin, et. al. recommend the 'sustaincentric paradigm' which seems to be between the Technocentrism Ecocentrism paradigms "representing an emergent synthesis, an attempt at a higher and deeper integration that we hope can unfold more and enfold more." Further, he continues by stating "Sustaincentrism draws its inspiration from claims of the universalism of

life, the stewardship admonitions common to the major religions, the field of ecological economics (Costanza, 1991), traditions of conservationism and scientific resource management (Norton, 1991), and emerging scientific theories based on nature's dynamic complexity and inherent self-organizing properties (Botkin, 1990; Prigogine & Stengers, 1984; Wheatley, 1992 quoted from (T. N. Gladwin, J. J. Kennelly, & T.-S. Krause, 1995)."

*"Under this old paradigm 'anthropocentrism,' humans are exceptional creatures who are able to overcome environmental limits, and the basic goal of human society is technological mastery over nature for the purpose of wealth creation. Therefore these paradigms serve as a cognitive defense mechanism that distorts new information for environmental changes (Halme, 2002)."*

Under this new paradigm, humans are a part of nature and need to maintain a sense of balance and live within limits in an interconnected world (Bell, 2004a). But this still is not a complete picture; it is missing the more fundamental aspects within people and their culture.

*"The deep reason for our moral confusion and polarizing politics about the environment lies in our very conception of man and nature. The debate between anthropocentric and ecocentric environmentalisms reflects an inherently unstable and inevitably fatal metaphysic. This is the two-term metaphysic of Rene Descartes that distinguishes mind from body, mind from matter, and mind from nature. This is the two-term metaphysic of modern science that relates mind and nature as subject and object. By its lights, there is only man-the-subject and nature-the-object, and between them, there is only the question of which of the two has priority (Hoffman & Sandelands, 2005)."*

Another option is the new sustainability paradigm which would challenge conventional values. It would offer a positive vision of a civilized form of globalization for the whole human family (Raskin et al., 2002). Four major agents of change, acting synergistically, could drive a new sustainability paradigm. Three are global actors—intergovernmental organizations, transnational corporations and civil society acting through non-governmental organizations and spiritual communities. The fourth is less tangible, but is the critical underlying element - wide public awareness of the need for change and the spread of values that underscore quality of life, human solidarity and environmental sustainability (Raskin et al., 2002).

However, “viability of any theory rests on human consensus,” (Dubin, 1978), which is based on these “less tangible” aspects of awareness and values. There is still the subject / object conception based in the mechanical, Newtonian physics and Darwinian evolution, far from the Quantum Mechanics world of today. A new paradigm shift must include the spiritual characteristic of individual people, apart from spiritual communities and religious organizations which have also become commercialized regulated systems as mandated by the American Machine. This is a more fundamental aspect of an individual’s true actions and experience in relationship to the human and environmental quality of life. For instance, is capitalism based on competition or cooperation? Compassion or conflict? Truth or Scam? Which inspires confidence in values and which do we profess as ideal? Which operation methods are more sustainable? Importantly, which one do we do and allow around us and accept as common practice? And which do you choose?

*"It seems only humans have become de-unified with the Divine and therefore, the only ones who need to do this Work of Unification. As one of my teachers used to say, Chipmunk knows how to be Chipmunk and Redwood knows how to be Redwood. Only human has to work at being human." J. Bitkower Sun, 12 Aug 2007*

Morals are vital aspects of humanity, but they are defined by what we feel, not by a rule of self-service from the American Machine. There is a difference between knowing the path and walking the path. Preaching about rules and passing laws is only propaganda if municipalities never enforce them or more often selectively enforce them to support the American Machine. Just because there are rules and we all fit inside of them, does not make us moral or conscious. "Living a lie is worse than not knowing a truth (Starcke, 2006)!" These deep personal moral and spiritual aspects of people will define the new paradigm into the Quantum dawn needed this 21st century beyond the political and management rhetoric and propaganda designed to support the status quo of the American Machine.

Dr. Hawkins determined that, "Kinesiology exposed, for the first time, the intimate connection between mind and body, revealing that the mind 'thinks' with the body itself. (Hawkins, 1995)." His years of research provides us with a new tool to begin this shift and change from the fear based mentality of the American Machine to Higher forms of Truth.

Level	Log	Emotion	Process
Love	500	Reverence	Revelation
Reason	400	Understanding	Abstraction
Acceptance	350	Forgiveness	Transcendence
Willingness	310	Optimism	Intention
Neutrality	250	Trust	Release
Courage	200	Affirmation	Empowerment
Pride	175	Scorn	Inflation
Anger	150	Hate	Aggression
Desire	125	Craving	Enslavement
Fear	100	Anxiety	Withdrawal

As depicted in this table above he measured how fear has an energy "Log" rating of only 100. He determined for people to become a positive influence on others and the culture they need get above the log 200. Reaching Love might be the Goal at 500, but having the courage and trust to get over 200 is where we start to make a positive impact instead of only feeding the American Machine.

*As mass mind moves, so does matter. There is more and more evidence of collective consciousness, a concept promulgated by psychologist Carl Jung and philosopher Teilhard de Chardin. Physicist David Bohm concluded that there is only one human consciousness – implying that human consciousness IS a collective. The Collective Wisdom Initiative, supported by the Fetzer Institute, is one of several projects exploring collective intelligence and the wisdom of the whole (Kleitsch & Aldrich, 2006).<sup>9</sup>*

As The Dalai Lama wrote "the growing subdiscipline of neuroscience dealing with this question, called 'brain plasticity' suggests that traits that were assumed to be fixed - such as personality, disposition, even moods - are not permanent, and that mental exercises or changes in the environment can affect these traits. These findings imply that happiness is something we can cultivate deliberately through mental training that affects the brain (Lama, 2006)." The American Machine manipulates these with continuous propoganda which we must reconnect to for a true paradigm shift. Science too is funded by the American Machine, so many great discoveries in this area are hidden to insure the Machine continues to grow.

<sup>9</sup> [www.collectivewisdominitiative.org](http://www.collectivewisdominitiative.org)

*"Don't read with the mind only. Watch out for any "feeling response" as you read and a sense of recognition from deep within. I cannot tell you any spiritual truth that deep within you don't know already. All I can do is remind you of what you have forgotten. Living knowledge, ancient and yet ever new, is then activated and released from within every cell of your body (Tolle, 1999)."*

For example, "Modern management theory is constricted by a fractured epistemology, which separates humanity from nature and truth from morality. Reintegration is necessary if organizational science is to support ecologically and socially sustainable development (T. Gladwin, J. Kennelly, & T. Krause, 1995)." The American Machine defines it as profit and dollars while there is more power in the complete understanding which includes the spiritual and moral aspects of our humanity which our quantum understanding must include.

*"The basic law of the universe is economy. The universe doesn't waste a single quark; everything serves a purpose and fits into a balance—there are no extraneous events (Hawkins, 1995)"*

Many teachers throughout the ages have spoken of techniques to reconnect to our spiritual and moral understandings which will bring us beyond the fear and control of the American Machine. "Through the use of meditative techniques, the student enters into a state of altered consciousness and receives insight from the Unknown and Unknowable. A mystic contemplates the sparks of holiness that reside within every plant and insect, knowing that these sparks are raised to new levels of consciousness when the fruits or vegetables are ingested by beings with higher consciousness. Spiritual teachers ultimately agree that true wisdom does not come from outside of us, but from within. And it does not come from within simply because we want it. It comes when we live in a way that invites wisdom. It comes through direct experience: Awaken! Enlighten! Transform darkness into light (Cooper, 1997)!" These truths are appearing in Quantum research today, and can bring us into the new paradigm beyond the American Machine of propaganda and fear.

## The Research

Emotions in our bodies are the result of hormones and chemical peptides released by the glands in the brain (Pert, 1997). The brain, interprets an event based on our personal history. For the brain, the history is the network of neurons connected to represent the common interpretation of all our direct personal experiences. Beginning as a child with feelings of conflict and entertainment based in good and evil, the brain is programmed to interpret everything in this manner. Early childhood “entertainment” displays constant images (e.g. Bugs Bunny, Ninja Turtles, Super Heroes) of conflict between good and evil. They engender feelings of fear and anger that we learn to laugh about, subsequently teaching every cell in our body which emotions and feelings are important. All the cells of the body receive and respond to the hormones and peptides released from the brain. Therefore, the whole body becomes programmed to interpret the world based on these primary emotions of fear and conflict programmed since early childhood. These programs are used throughout the cultural and political propoganda of the American Machine to keep people suppressed by fear always needing more consumption, drugs or other pollution from the American Machine.

Human consciousness has been subsumed by the mind of science, which has become a limited worldview. The American Machine has systematically programmed the cells of our bodies by inundating them by the chemistry of fear so what most people feel is numbness. For most people, Love is a desire or a lust determined by expectations and issues of control. The free emotions and joy of love have been totally stifled. This discussion is about real people and the real connections to truth, as an alternative to the programmed attachments to materialism, greed and power created by the American Machine. Returning to freedom and understanding is the

love necessary for the paradigm shift bridging mind and body to bring together the spiritual and moral for the paradigm shift we need in the 21st century.

*"Cognitive-Level Learning occurs during the Course of Action. There is an explicit tendency in the environmental management literature to argue that the paradigms or core beliefs and attitudes of a company must change before it is possible to achieve improvements in its environmental performance (T. Gladwin et al., 1995; Shrivastava, 1995)."*

The answer lies in how we evaluate our priorities. We have always had an "invisible, subjective, impersonal or spiritual interpretation (Starcke, 2006)" of what is taking place in our lives apart from the programs of the American Machine. Simultaneously, we will always be aware of the "visible, objective, materialistic, and personal nature" of appearances around us (Starcke, 2006). As noted earlier, from infancy we have been conditioned to habitually give the materialistic objectively-oriented viewpoint precedence over the spiritual or subjective content inherent in our feelings and thoughts. This training we get from the American Machine insure that we always try to fix the system with the same consciousness of fear that created the problems in the first place - - guaranteeing that that American Machine continues contrary to Albert Einstein's advice: "We can't solve problems by using the same kind of thinking we used when we created them."

New thinking, beyond the fear is necessary like in Presence, by Peter Senge, the "Big U" for organizational change is described. Their research and ideas express the fundamental reality about how people can transform their old programming and connect to the Big Picture to solve problems similar to the Framebreak concepts (Mitroff, Mason, & Pearson, 1994).

*"Tzippiyah, which could be translated as 'contemplative observation.' Tzippiyah is mystical awareness, what we experience when the sense of past and future dissolves and we are fully present, totally in the moment (Cooper, 1997)."*

## Discussion

What really are we talking about here?

Shifting the paradigm of business is changing the context of our culture. Today, all life on Earth is dependent on business. Businesses direct the movement of our currency, goods and services, supports our infrastructure and ultimately the quality and length of our lives. Any change in the definition of this word; any shift in the principals guiding how business is done – can have significant effects on the quality of our lives on Earth.

The important inquiry is how to create the paradigm shift that will change how businesses operate. All business



William Jennings Bryan

**"THE LARGE BANKING INTERESTS WERE DEEPLY INTERESTED IN THE WORLD WAR BECAUSE OF THE WIDE OPPORTUNITIES FOR LARGE PROFITS."**

is based on relationships with components of our Earth. Our health and energy needs for life on Earth require that we share, relate and experience with others cooperatively in business and community. Living in the allure of money creates a life of fear. The American Machine thrives on fear, because fear is very profitable.

The divisions and conflicts are created by fears, which in turn foster more profits. We need to be sure we have value, or are afraid of losing our value, so we desire more money. Each of us feed the American Machine with our fears to whatever degree we are controlled by them. Our fear-based choices actually give the Machine life. The negative energy amplifies, resulting in more deception and corruption.

*"Man's spiritual challenge today is to apply both faith and reason to find ways to live in harmony with nature. If contemporary environmental problems are to be solved, then moral teaching must be a part of the effort to end environmentally destructive behavior. Such moral teaching can and must consider implications of ecological impact, even when that impact does not bear directly on human existence (Hoffman & Sandelands, 2005)."*

Our thoughts and energy in negativity add to the climate of violence and corruption. When our cells are bombarded with the negative peptides of emotions of anger and fear, they reproduce to create more receptors for these negative peptides (Lipton, 2005). Each new cell division in our bodies loses receptors for love and truth as more receptors evolve for anger and fear (Pert, 1997). Children are systematically desensitized to their own positive emotion as they are inculcated into a system of fear-based illusion.

These fears based on the deceptions of money have no basis in the larger reality. Even so, illusion-based fear creates a wave form, a vibration that affects everything. The authentic values are in the energy and materials transfers between people, the satisfaction and benefits we derive from the energy we give each other. Shifting the paradigm is about changing how we understand and value the energy forms we create and share.

What energies do we value? We value gravity because it keeps us on the ground. We prefer to live on Earth's surface instead of underwater or in space. We can't measure it or trade it, but it is something true with great value. We value clean water, food and resources to sustain ourselves. These values can be measured and traded and we can use business to help create and trade these values. Money can facilitate trading, but only if we are in truth beyond the fears of the American Machine.

Truth is loving the experience, "following our bliss!" We know we attained the value through the joy and love of the experience. This is where power is. The energy of business is the joy and love of the experience created and shared, not the money, not the material things themselves.

*Wherever you are -- if you are following your bliss, you are enjoying that refreshment, that life within you, all the time. (Campbell & Moyers, 1988).*



Joseph Campbell  
1904-1987

## Conclusion

Today the world economic mess can turn around – perhaps achieve a ‘tipping point’ far more quickly than mere human intellect can possibly know. The American Consumer has the power to end it. At no time have the methods, means or illustrative information been clearer or more available than today with the internet and proliferation of media distortions.

We can cure Affluenza! We can re-stabilize and sustain our true, larger economy, by not feeding the American Machine, one person at a time. If one person recognizes how the FDA toxicity guidelines allow aluminum to accumulate in their brain from beverages, and stops drinking them; this paper was a success. The aluminum toxicity to people is reached by the typical American consumption rate for 36.5 years, usually resulting in Alzheimer’s; while 95% of consumables have effects synergistic accumulation effects never tested.

Traditional Newtonian science of the linear relationships of cause and effect, which assumed that a system is best understood by its parts and how they fit together, is insufficient to account for our full reality. Traditional business models using detailed master plans created by experts will no longer work (Wheatley, 1992). To beat the American Machine individual consciousness must become clear and refuse to participate in the American Lie, thus “Being the Change” and living a new life apart from the corruptions and deceptions of the American Lie.

By making our values of community, spirituality and integrity our top priority, the objective results will reflect the quality of our subjective values. In other words, “If in any action our intention our spirit is loving, compassionate, considerate, and patient, the forms that follow will match our intention” (Starcke, 2006). Living this new intention of purity and holistic truth apart from the American Machine bring us into being with others similarly. We live the space of truth, create the space of truth in community and inspire others similarly.

We create this Earth together, and if the energy of fear fuels the Machine, the fear and greed continue to grow and profit. War, destruction, and violence are highly profitable (e.g. weapons, prisons, excessive medical care, legal disputes). Where we give our allegiance is our choice. Are we going to see and feel in fear or in love?

The energy we feel affects everyone around us and we intuitively understand this. The fear and anger we learned from the American Machine creates this messed up world of violence and destruction impacting others the environment and world. Our "little white lie," deception on our tax returns, speeding on the interstate or duping ourselves about fast food and health generate negative energy that spills into the environment and affects others (Livesey, 1999). This Creates the Fear and Anger that feeds the American Machine.

There is only one Earth, and there is only One Consciousness. We all can feel it, we all can know it (Weaver, 2007).<sup>10</sup> Every feeling, thought and action adds to everything we are. This is the nature of the human spirit. When we face difficulty, we can gain clarity, discover the purpose, and be guided to transmute the situation more quickly by affirming our trust in a higher process. We can choose to connect to this unity by accepting that we are an integral part of it. If you talk it, you have a greater responsibility to walk it (Starcke, 2006). Through individual steps of truth with spiritual and moral integrity each can find sustainable products, healthy choices and stop feeding the American Machine of Greed and corruption.

Don't think you are, know you are! Discover how to attune to the music of this one Life. (Harvey, 1995).

*"Never doubt that a small group of thoughtful citizens can change the world.  
Indeed, it's the only thing that ever has." - Margaret Mead*

---

<sup>10</sup> Unity Method; Patent Pending Application 11-322309 filed 1/1/06 related to healthcare:  
[www.starsusa.org/USFFolder/UnityMethodPatent.pdf](http://www.starsusa.org/USFFolder/UnityMethodPatent.pdf)

## References

The "\*" reference file in many references below, is available on the CD. Please open this report from the CD and clicking on the link provided below for each reference. The notes from each file are also available in the "notes" subdirectory. The CD also has some related topics and additional research not referenced directly.

- Adams, M. (2006). *FDA's own scientists report pattern of intimidation, censorship and scientific fraud that undermines public safety*. Retrieved August 2, 2007, from <http://www.newstarget.com/z019717.html>
- Anderson, R. (2003). Introduction: Envisioning the prototypical company of the 21st century. In S. Waage (Ed.), *Ants, Galileo, & Gandhi: Designing The Future of Business through Nature, Genius, and Compassion* (pp. 17-30). Sheffield, UK.
- Assadourian, E. (2006). Transforming corporations. In L. Starke (Ed.), *State of the World 2006* (Vol. Chapter 10, pp. 171-189). New York: W.W. Norton & Company.
- BBC. (1999, Friday, October 29, 1999). *Pig flu sparks epidemic fears*. Retrieved July 25, 2007, from <http://news.bbc.co.uk/1/hi/health/489385.stm>
- Beamish, T. D. (2001). Environmental Hazard and Institutional Betrayal. *Organization & Environment*, 14(1), 5-33.
- Bell, M. M. (2004a). The ideology of environmental concern. In *An Invitation to Environmental Sociology* (Vol. Chapter 7, pp. 147-172). Thousand Oaks, CA: Pine Forge Press.
- Bell, M. M. (2004b). The ideology of environmental domination. In *An Invitation to Environmental Sociology* (2nd ed., Vol. Chapter 6, pp. 127-146). Thousand Oaks, CA: Pine Forge Press.
- Boehlert, E. (2001, April 30, 2001). Radio's big bully. *Salon.com*.
- Bonini, S. M. J., Mendonca, L. T., & Oppenheim, J. M. (2006). When social issues become strategic: Executives ignore sociopolitical debates at their own peril. *The McKinsey Quarterly*.
- Braungart, W. M. M. (2002). *Cradle to Cradle*. New York: North Point Press.
- Campbell, J., & Moyers, B. (1988). *The Power of Myth*. New York, NY: Doubleday & Company, Incorporated.
- Charman, K. (2006). Brave Nuclear World? *World Watch*, 26-31.
- Connor, S. (2005, March 30, 2005). *The State of the World? It is on the Brink of Disaster*. Retrieved May 5, 2006, from <http://www.commondreams.org/cgi-bin/print.cgi?file=/headlines05/0330-04.htm>
- Constitution. (1787). *The Constitution of the United States*., from [http://www.archives.gov/national-archives-experience/charters/constitution\\_transcript.html](http://www.archives.gov/national-archives-experience/charters/constitution_transcript.html)
- Cooper, D. A. (1997). *God Is a Verb*. New York, NY: Riverhead Books.
- Dubin, R. (1978). *Theory Building*: The Free Press.
- Economist, T. (2002). Innovation's Golden Goose. *The Economist*, 365(8303), 3.
- Foster, J. B. (2002). *Ecology Against Capitalism*. New York, Ny: Monthly Review Press.

- Ganrot, P. (1986). Metabolism and Possible Health Effects of Aluminum. *Environmental Health Perspectives*, 65, 363-441.
- Gardner, G. (2005). Hungry for more: Re-engaging religious teachings on consumption. *World-Watch*, 26-30.
- Gardner, G. (2006). Marketing Markets. *World-Watch*(May/June), 14-15.
- Gladwin, T., Kennelly, J., & Krause, T. (1995). Shifting paradigms for sustainable development: implications for management theory research. *The Academy of Management Review*, 20(4), 986-1014.
- Gladwin, T. N., Kennelly, J. J., & Krause, T.-S. (1995). Shifting Paradigms for Sustainable Development: Implications for Management Theory and Research. *Academy of Management Review*, 20(4), 874-907.
- Goldsmith, Z. (1998). Cancer: A Disease of Industrialization. *The Ecologist*, 28(2), 93-99.
- Graaf, J. D., Wann, D., & Naylor, T. H. (2001). *Affluenza: The All-Consuming Epidemic*: Berrett-Koehler Publishers.
- Greger, M. (2003). *U.S. Violates World Health Organization Guidelines for Mad Cow Disease: A Comparison of North American and European Safeguards*. Retrieved July 30, 2007, from <http://www.organicconsumers.org/madcow/GregerBSE.cfm>
- Griffiths, J. (1992). Fluoride: Commie Plot or Capitalist Ploy. *Covert Action Quarterly*, 42(Fall), 26-30, 63-66.
- Hakuta, K. (2007). *What IS a Fad? It's Not a Better Mousetrap*. Retrieved August 18, from [http://www.drfsad.com/book/what\\_is\\_a\\_fad.htm](http://www.drfsad.com/book/what_is_a_fad.htm)
- Halme, M. (2002). Corporate environmental paradigms in shift: Learning during the course of action at UPM-Kymmene. *Journal of Management Studies*, 39, 1087-1109.
- Hawken, P. (1999). The next industrial revolution. In *Natural Capitalism: Creating the Next Industrial Revolution* (pp. 1-21). Boston, MA: Little, Brown and Company.
- Hawkins, D. R. (1995). *Power vs. Force: Determinants of Human Behavior*. Sedona AZ: Veritas Publishing.
- Hoffman, A. J., & Sandelands, L. E. (2005). Getting Right with Nature: Anthropocentrism, Ecocentrism, and Theocentrism. *Organization & Environment*, 18(2), 141-162.
- Hyams, K. (2004). Killa Cola. *The Ecologist*, 34(3), 35-38.
- Jermier, J. M., Forbes, L. C., Benn, S., & Orsato, R. J. (2006). The New Corporate Environmentalism and Green Politics. In S. Clegg, C. Hardy & W. Nord (Eds.), *Handbook of Organization Studies* (2 ed.). Thousand Oaks, CA: Sage.
- Kennedy, R., & Worcester, T. (2003). Who are Smithfield Foods? *The Ecologist*, 33(10), 48-48.
- Kennedy, R., & Worcester, T. (2004a). Smithfield's invasion of Poland. *The Ecologist*, 33(10), 54-57.
- Kennedy, R., & Worcester, T. (2004b). Snouts in the trough. *The Ecologist*, 33(10), 50-53.
- Kleitsch, S. J., & Aldrich, H. (2006, Jan / Feb). Energizing a Community of Love for Tampa Bay. *New Times Naturally*.
- Kuhn, T. S. (1962). *The Structure of Scientific Revolutions*. New York, NY: University Of Chicago Press.
- Lama, D. (2006). *The Universe in a Single Atom: The Convergence of Science and Spirituality*: Morgan Road Books.
- Lane, C. (2005, Friday, June 24, 2005). Justices Affirm Property Seizures. *Washington Post*.
- Lipton, B. H. (2005). *The Biology of Belief: Unleashing the Power of Consciousness, Matter and Miracles*. Santa Rosa, CA: Elite Books.

- Livesey, S. (1999). McDonald's and the Environmental Defense Fund: A case study of a green alliance. *Journal of Business Communication*, 36(1), 5-39.
- Lloyd, R. (2005, December 20). *Bottled Water Sales Soar as Tap Water Safety Questioned*. Retrieved August 18, from [http://www.livescience.com/environment/051220\\_bottled\\_water.html](http://www.livescience.com/environment/051220_bottled_water.html)
- McGinn, A. P. (2002). Reducing Our Toxic Burden. In L. Starke (Ed.), *State of the World 2002*. New York: W. W. NORTON & COMPANY.
- McKibben, B. (2005). The Emotional Core of the End of Nature. *Organization & Environment*, 18(2), 182-185.
- McKibben, B. (2006). *The End of Nature*. New York: Random House Trade Paperbacks.
- Mendoza, M., & Sullivan, C. (2006, March 19). Corporations Stiffing Government on Fines. *Associated Press*.
- Mitroff, I. I., Mason, R. O., & Pearson, C. M. (1994). Demise of the Modern Organization. In *Framebreak: The Radical Redesign of American Business* (pp. Preface + Chs. 1 (3-13), 17 (121-128), 128 (129-139)). San Francisco, CA: Jossey-Bass.
- Morgan, G. (2006). The ugly face: Organizations as instruments of domination. In *Images of Organization* (Vol. Chapter 9, pp. 301-344). Thousand Oaks, CA: Sage Publications.
- Newswire, P. (2002, 22 April). *Michigan Attorney General Granholm Announces State's Largest Environmental Fine*. Retrieved July 29, 2007
- Nierenberg, D. (2006). Rethinking the Global Meat Industry. In L. Starke (Ed.), *State of the World*. New York: W.W. Norton & Company.
- Null, G. (2007). *How to Market a Toxic Waste*. Retrieved July 26, 2007, from <http://www.garynull.com/documents/Dental/Fluoride/fluoride2.htm>
- Pert, C. B. (1997). *Molecules Of Emotion: The Science Behind Mind-Body Medicine*. New York, NY: Touchstone.
- Raskin, P., Banuri, T., Gallopin, G., Gutman, P., Hammond, A., Kates, R., et al. (2002). *Great Transition: The Promise and Lure of the Times Ahead*. Boston, MA: Stockholm Environment Institute.
- Ritzer, G. (2004). The McDonaldization of Society. In *An introduction to McDonaldization*. (pp. 1-23). Thousand Oaks, CA: Pine Forge Press.
- Rowledge, L. R. (1999). Patagonia. In *Mapping the Journey: Case Studies in Strategy and Action Toward Sustainable Development* (pp. 95-122). Sheffield, UK: Greenleaf Publishing.
- Senge, P. M., Scharmer, C. O., Jaworski, J., & Flowers, B. S. (2004). *Presence: An Exploration of Profound Change in People, Organizations, and Society*; Currency; New York.
- Sheldrake, R. (1994). *The Rebirth of Nature*. Rochester, Vermont: Park Street Press.
- Shrivastava, P. (1995). Ecocentric management for a risk society. *The Academy of Management Review*, 20(1), 118.
- Starcke, W. (2006, Summer 2006). *Starcke Circle Letter*, from <http://groups.yahoo.com/group/Zest2Zeal/message/2505>
- Stevens, J. (2004, June 23). *Kelo et al. v. City of New London et al.*, 04—108, from <http://www.law.cornell.edu/supct/pdf/04-108P.ZS>
- Thomas, J. (2004). Patents and pollution. *The Ecologist*, 34(6), 10.
- Thomas, P. (2005;). Aspartame - The Shocking Story of the World's Bestselling Sweetener. *The Ecologist*, 35(7), 35-51.
- Tolle, E. (1999). *The Power of Now*. Navath CA: New World Library.

- Tolle, E. (2005). *A New Earth: Awakening to Your Life's Purpose*. New York, NY: Penguin Group.
- Valerian, V. (1997, November 3). *A Chronology of Fluoridation*, from <http://www.curezone.com/dental/fluoride.asp>
- Wachowski, A., & Wachowski, L. (Writer) (1999). *The Matrix*: Roadshow Entertainment.
- Warde, I. (2001, March). *Conflicts of Interest on the Campus: For sale: US academic integrity*, from <http://mondediplo.com/2001/03/11academic>
- Weaver, E. (2007). *Unity Method* (pp. 8). USA: Eric R. Weaver.
- Wheatley, M. J. (1992). *Leadership and the New Science* (1st ed.). San Francisco, CA: Berrett-Koehler Publishers.