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## Energy and Teamwork

In this issue's cover story (pp. 23–27), retired energy executive and Princeton Univ. industrial lecturer Vern Weekman gazes into a proverbial crystal ball to get a glimpse of society's energy mix in the year 2050. He sees growth in non-CO<sub>2</sub>-producing sources, such as nuclear, wind, solar, and biofuels. He also sees that air, land and sea transportation still need conventional fuels, and that petrochemicals continue to be essential raw materials for a variety of products. These observations set the stage for his exploration of how new energy sources could be efficiently and economically integrated into the existing chemical-conversion infrastructure to achieve a new energy equilibrium — where today's feedstocks, fuels, and engines coexist with new, lower-carbon-impact energy sources.

Glance into the crystal ball on the cover (or the easier-to-read figure on p. 25) and you will see an integration scheme that depends on chemical engineering and chemical engineers. But although chemical engineering is necessary to achieve this energy future, it alone is not sufficient.

We will need to work with other engineers and scientists and their professional societies. We will need to work with researchers, policymakers, government regulators, large corporations and small start-up firms, investors, and others. And last, but not least, we will need to engage the public.

Many of us will apply our technical training to a small piece (or not-so-small, depending on your personal experience and expertise) of this much larger energy problem. Most likely, we will do so as part of a team.

Whatever your role on a team — member, leader, facilitator, mentor, record-keeper, or line manager — you may glean useful advice from the article “Making the Team: Teams, Teamwork, and Teambuilding,” by Eldon Larsen (pp. 41–45). Larsen characterizes a team as an interdependent group of individuals that (among other things) is focused on achieving a common goal, acts as one, and values its members' differences. A team of chemical engineers that meets this definition is indeed a powerful force.

To foster teamwork, Larsen recommends that teams practice *The 7 Habits of Highly Effective People* made famous by Steven R. Covey. These are: be proactive; begin with the end in mind; put first things first; think win/win; seek first to understand, then to be understood; synergize; and sharpen the saw (or hone one's abilities).

In the spirit of Covey, as we band together to tackle the energy challenge, let's:

- develop the technologies needed to integrate energy sources with existing infrastructure, rather than waiting for the next energy crisis or government mandates
- keep our eyes on the prize — a new equilibrium in which we meet energy and environmental needs simultaneously
- identify the most significant opportunities and make them a priority
- use our ability to innovate and solve problems in ways that will benefit both chemical engineers and society
- recognize the sincerity of those with whom we disagree and whose technical understanding we may doubt
- leverage our strength as members of AIChE
- keep our skills top-notch, for example by attending AIChE conferences and using the many new information tools available.

Cynthia F. Mascone, Editor-in-Chief

