

Getting Beyond Better How Social Entrepreneurship Works

Ian C. MacMillan, James D. Thompson

Getting Beyond Better Roger L. Martin, Sally Osberg, 2015-09-15 Who drives transformation in society? How do they do it? In this compelling book, strategy guru Roger L. Martin and Skoll Foundation President and CEO Sally R. Osberg describe how social entrepreneurs target systems that exist in a stable but unjust equilibrium and transform them into entirely new, superior, and sustainable equilibria. All of these leaders--call them disrupters, visionaries, or changemakers--develop, build, and scale their solutions in ways that bring about the truly revolutionary change that makes the world a fairer and better place. The book begins with a probing and useful theory of social entrepreneurship, moving through history to illuminate what it is, how it works, and the nature of its role in modern society. The authors then set out a framework for understanding how successful social entrepreneurs actually go about producing transformative change. There are four key stages: understanding the world; envisioning a new future; building a model for change; and scaling the solution. With both depth and nuance, Martin and Osberg offer rich examples and personal stories and share lessons and tools invaluable to anyone who aspires to drive positive change, whatever the context. *Getting Beyond Better* sets forth a bold new framework, demonstrating how and why meaningful change actually happens in the world and providing concrete lessons and a practical model for businesses, policymakers, civil society organizations, and individuals who seek to transform our world for good.

Understanding Social Entrepreneurship Jill Kickul, Thomas S. Lyons, 2012-03-22 This book seeks to provide graduate-level and upper-division or honors undergraduate students with a comprehensive understanding of the emerging and rapidly growing field of social entrepreneurship. It is the most complete text on the subject available, exploring both the theory and practice of social entrepreneurship and blending these seamlessly through examples, case studies, the voices of practicing social entrepreneurs, and special features that put students in a position that requires creative thinking and strategic problem solving--

Social Entrepreneurship for the 21st Century: Innovation Across the Nonprofit, Private, and Public Sectors Georgia Levenson Keohane, 2013-03-01 An expert's inside look into the ways social entrepreneurship is changing the world Whether you're a policymaker, investor, or involved in a nonprofit, *Social Entrepreneurship for the 21st Century* gives you the knowledge you need to make the best possible decisions for the future. A former McKinsey consultant reveals how social entrepreneurship has filtered into the workings of government and private enterprise, where social sector values are now shaping "social impact" capitalism. Georgia Levenson Keohane is a Roosevelt Institute fellow, foundation executive, and former McKinsey consultant. She advises a range of poverty-fighting organizations, including philanthropies (Robin Hood Foundation), educational entities (New York City Charter School Center), community development organizations (Civic Builders), and think tanks (The Aspen Institute). She is an adjunct Professor at Columbia Business School.

Rippling Beverly Schwartz, 2012-02-21 Principles for driving significant change throughout an entire system Drawing on the knowledge and experience of working with hundreds of the world's top social change leaders in all fields, Beverly Schwartz presents a model for change based on five proven principles that any individual leader or organization can apply to bring about deep, lasting and systematic change. *Rippling* shows how to activate the type of change that is needed to address the critical challenges that threaten to destroy the foundations of our society and planet in these increasingly turbulent times. These actionable principles are brought to life by compelling real-life stories. Schwartz provides a road map that allows anyone to become a changemaker. Presents some of today's most innovative and effective approaches to solving social and environmental challenges Offers a vision of social entrepreneurs as role models, catalysts, enablers and recruiters who spread waves of system-changing solutions throughout society The author offers a model of change that begins with the end result in mind First book from an insider at Ashoka, the foremost global organization on social change through social entrepreneurship *Rippling* clearly demonstrates how and when empathy, creativity, passion, and persistence are combined; significant, life-altering progress is indeed possible.

Social Entrepreneurship David Bornstein, Susan Davis, 2010-04-16 In a book presented in a Q-and-A format, the authors explain what social entrepreneurs are, how their organizations function, what challenges they face and how readers can get involved in the efforts that social entrepreneurs are spearheading. Cowritten by the author of *How to Change the World*. Original.

How to Change the World David Bornstein, 2007-09-17 Now published in more than twenty countries, David Bornstein's *How to Change the World* has become the bible for social entrepreneurship--in which men and women around the world are finding innovative solutions to a wide variety of social and economic problems. Whether delivering solar energy to Brazilian villagers, expanding work opportunities for disabled people across India, creating a network of home-care agencies to serve poor people with AIDS in South Africa, or bridging the college-access gap in the United States, social entrepreneurs are pioneering problem-solving models that will reshape the 21st century. *How to Change the World* provides vivid profiles of many such individuals and what they have in common. The book is an *In Search of Excellence* for social initiatives, intertwining personal stories, anecdotes, and analysis. Readers will discover how one person can make an astonishing difference in the world. The case studies in the book include Jody Williams, who won the Nobel Peace Prize for the international campaign against landmines she ran by e-mail from her Vermont home; Roberto Baggio, a 31-year old Brazilian who has established eighty computer schools in the slums of Brazil; and Diana Propper, who has used investment banking techniques to make American corporations responsive to environmental dangers. The paperback edition will offer a new foreword by the author that shows how the concept of social entrepreneurship has expanded and unfolded over the last few years, including the Gates-Bufferetts charitable partnership, the rise of Google, and the increased mainstream coverage of the subject. The book will also update the stories of individual social entrepreneurs that appeared in the cloth edition.

Social Entrepreneurship and Innovation Ken Banks, 2016-03-03 Social innovation and social entrepreneurship look for creative and affordable solutions to specific societal problems. Fuelled by the spread of the internet and the ubiquity of mobile phones, there are more people working to solve pressing social and environmental problems in the world today than ever before. *Social Entrepreneurship and Innovation* presents the journeys of pioneering - and often accidental - social innovators who, faced with a problem, used their courage, tenacity and creative thinking to find a solution. Using their own words to reflect upon their experiences, these cases do not gloss over the setbacks and the dead-ends social entrepreneurs can face. Instead, readers will gain a realistic insight into the challenges and an engaging look at the problem-solving mindset needed to overcome them. From a life-saving project to bring solar-powered lighting to midwives in Nigeria, to a news dissemination service that's grown from small beginnings to have a global impact, each case study draws out the lessons learnt by the innovators, providing guidance and advice for those looking to follow in their footsteps. *Social Entrepreneurship and Innovation* is an invaluable resource for social entrepreneurs and innovators looking for new ideas and insight into what really works - and what doesn't.

The Real Problem Solvers Ruth A. Shapiro, 2012-11-28 Today, social entrepreneurship describes a host of new initiatives, and often refers to approaches that are breaking from traditional philanthropic and charitable organizational behavior. Nowhere is this more true than in the United States--where, from 1995-2005, the number of non-profit organizations registered with the IRS grew by 53%. But, what types of change have these social entrepreneurial efforts brought to the world of civil society and philanthropy? What works in today's environment? And, what barriers are these new efforts breaking down as they endeavor to make the world a better place? *The Real Problem Solvers* brings together leading entrepreneurs, funders, investors, thinkers, and champions in the field to answer these questions from their own, first-person perspectives. Contributors include marquee figures, such as Nobel Laureate

Muhammad Yunus, Ashoka Founder Bill Drayton, Jacqueline Novogratz, Founder of the Acumen Fund, and Sally Osberg, CEO of the Skoll Foundation. The core chapters are anchored by an introduction, a conclusion, and question-and-answers sections that weave together the voices of various contributors. In no other book are so many leaders presented side-by-side. Therefore, this is the ideal accessible and personal introduction for students of and newcomers to social entrepreneurship.

The Social Entrepreneur's Playbook, Expanded Edition Ian C. MacMillan, James D. Thompson, 2013-11-12 Wharton professor Ian C. MacMillan and Dr. James Thompson, director of the Wharton Social Entrepreneurship Program, provide a tough-love approach that significantly increases the likelihood of a successful social enterprise launch in the face of the high-uncertainty conditions typically encountered by social entrepreneurs.

Impact the World Carrie Rich, Dean Fealk, 2022-05-03 Supercharge your impact on global issues and drive transformative change in the world around you Impact the World: Live Your Values and Drive Change As a Citizen Statesperson is your motivational guide to becoming a superpowered individual committed to improving your community—and the world—through your values and actions. You'll discover why the intersection of a renewed civic spirit and new technologies empowering individuals at the local level equates to an unprecedented opportunity to channel global impact. From poverty and homelessness to violence and corruption, we often see challenges in the world around us and ask, "Why doesn't someone do something?" We look to people with more experience, or people with more influence, or people with more time or resources than ourselves to step up and find answers to some of our biggest problems. But what if we didn't wait for others? What if we stepped up, and looked for ways to employ our skills to solve the biggest and most complex problems of our time? That's what leaders do. That's what citizen statespeople do. This book is a call to action. From local to global, from the private sector to government, and to the frontlines of social entrepreneurship, authors Carrie Rich and Dean Fealk explore the benefits and challenges of becoming a citizen statesperson, showing how to pull together disparate threads to solve pressing social, political, and economic challenges. You'll also discover: ● The lifecycle of a citizen statesperson, including an enlightening discussion of how to build your personal brand ● Inspiring case studies of real-life citizen statespeople around the world ● Explorations of the new technologies that can be used to accelerate the impact of a citizen statesperson on the world Simultaneously optimistic, inspiring, intensely practical, and engaging, Impact the World will earn a valued place in the libraries of civic leaders, activists, social justice advocates, business executives, politicians, volunteers, public servants, and anyone else looking for a way to magnify their influence and impact in any area that matters to them.

Intelligence and Compassion in Action Lauren Speeth, Elfenworks Foundation, 2012-08-13 Intelligence & Compassion in Action is a tool to empower the aspiring social entrepreneur, with real guidance as to how, and why, social entrepreneurship works. It expounds a new Seven Pillar methodology, inspired by the wisdom of former President James Earl Jimmy Carter. Written by the founder of The Elfenworks Foundation, Dr. Lauren Speeth, who lives the lessons she teaches in this book daily, the insights within these pages have come from Speeth's years of experience in technology, management, and the nonprofit world, as well as from insights gained in interviews with extraordinary social entrepreneurs. -- cover p. [4].

A New Way to Think Roger L. Martin, 2022-05-03 Named one of 10 Must-Read Career and Leadership Books For 2022 by Forbes The ultimate guide to the essentials of strategy and management, from one of the world's top business thinkers. Over a stellar career, Roger Martin has advised the CEOs of some of the world's most successful companies. From the beginning, he noted that almost every executive he talked to had a model—a framework or way of thinking that guided their strategy and activities. But these models tended to become automatic, so much so that when one didn't work, the typical response was just to apply it again—with greater enthusiasm. Martin took a fresh, critical approach to helping. When company leaders came to him with fundamental questions—How do you decide where to play and how to win? What is the key to shaping and changing corporate culture? How can you design a successful, sustainable innovation process?—his first response was to break the spell of the current model with a memo articulating a new way to think about the problem at hand and a more powerful and effective way to successfully overcome it. Over time, these ideas worked their way into Martin's many Harvard Business Review articles. Now, for the first time, they appear together in A New Way to Think. With his trademark incisive intellect and clarity, Martin covers the entire breadth of the management landscape—illuminating the true nature of competition, explaining how company success revolves around customers, revealing how strategy and execution are really the same thing, and much more. Reading like a series of one-on-one sessions with one of the world's leading business thinkers, A New Way to Think is an essential guide for any current or aspiring business leader.

Social Innovation and Social Entrepreneurship Luis Portales, 2019-04-23 Social entrepreneurship and social innovation both seek to improve the world through social change. Whereas social entrepreneurship revolves around the business side of change, social innovation focuses on the processes through which that change is generated. This textbook provides a comprehensive analysis of both topics, covering all the characteristics and elements of social innovation and social entrepreneurship, from a conceptual and practical perspective. The book has four sections: 1) Basics and concepts of Social Innovation and Social Entrepreneurship; 2) Business models and generation of value in social enterprises; 3) Social innovation within traditional companies, and 4) Definition and alignment of the impact of social innovation and entrepreneurship. Students and any practitioners that want to know about social innovation or social entrepreneurship will be exposed to contemporary topics in the field as well as a variety of cases and tools for its development. With its learning objectives, reflective questions, the definition of key concepts, and exercises, this book is the definitive text for advanced undergraduate and graduate courses in social innovation and social entrepreneurship.

Believe in People Charles Koch, Brian Hooks, 2020-11-17 A surprising take on how you can help tackle the really big problems in society—from one of America's most successful entrepreneurs. People are looking for a better way. Towering barriers are holding millions of people back, and the institutions that should help everyone rise are not doing the job. Crumbling communities. One-size fits all education. Businesses that rig the economy. Public policy that stifles opportunity and emboldens the extremes. As a result, this country is quickly heading toward a two-tiered society. Today's challenges call for nothing short of a paradigm shift – away from a top-down approach that sees people as problems to be managed, toward bottom-up solutions that empower everyone to realize their potential and foster a more inclusive society. Such a shift starts by asking: What would it mean to truly believe in people? Businessman and philanthropist Charles Koch has devoted his life to answering that question. Learn what he's discovered during his 60-year career to help you apply the principles of empowerment in your life, in your business, and in society. By learning from the social movements and applying the principles that have enabled social progress throughout history, Koch has achieved more than he dreamed possible – building one of the world's most successful companies and founding Stand Together, one of America's most innovative philanthropic communities. Stand Together CEO Brian Hooks and Koch show how the only way to solve the really big problems – from poverty and addiction to harmful business practices and destructive public policy – is for each and every one of us to find and take action in our unique role as part of the solution. Full of compelling examples of what works – including several first-person accounts from individuals whose lives have been transformed – Koch and Hooks' refreshing approach promotes partnership instead of partisanship and speaks to people from different perspectives and all walks of life. They show that no injustice is too tough to overcome if you share a deep belief in people, are willing to unite with anyone to do right, and work to empower others from the bottom up.

Innovation and Scaling for Impact Christian Seelos, Johanna Mair, 2017-01-04 Innovation and Scaling for Impact forces us to reassess how social sector organizations create value. Drawing on a decade of research, Christian Seelos and Johanna Mair transcend widely held misconceptions, getting to the core of what a sound impact strategy entails in the nonprofit world. They reveal an overlooked nexus between investments that might not pan out (innovation) and expansion based on existing strengths (scaling). In the process, it becomes clear that managing this tension is a difficult balancing act that fundamentally defines an organization and its impact. The authors examine innovation pathologies that can derail organizations by thwarting their efforts to juggle these imperatives. Then, through four rich case studies, they detail innovation archetypes that effectively sidestep these pathologies and blend innovation with scaling. Readers will come away with conceptual models to drive progress in the social sector and tools for defining the future of their organizations.

When More Is Not Better Roger L. Martin, 2020-09-29 American democratic capitalism is in danger. How can we save it? For its first two hundred years, the American economy exhibited truly impressive performance. The combination of democratically elected governments and a capitalist system worked, with ever-increasing levels of efficiency spurred by division of labor, international trade, and scientific management of companies. By the nation's bicentennial celebration in 1976, the American economy was the envy of the world. But since then, outcomes have changed dramatically. Growth in the economic prosperity of the average American family has slowed to a crawl, while the wealth of the richest Americans has skyrocketed. This imbalance threatens the American democratic capitalist system and our way of life. In this bracing yet constructive book, world-renowned business thinker Roger Martin starkly outlines the fundamental problem: We have treated the economy as a machine, pursuing ever-greater efficiency as an inherent good. But efficiency has become too much of a good thing. Our obsession with it has inadvertently shifted the shape of our economy, from a large middle class and smaller numbers of rich and poor (think of a bell-shaped curve) to a greater share of benefits accruing to a thin tail of already-rich Americans (a Pareto distribution). With lucid analysis and engaging anecdotes, Martin argues that we must stop treating the economy as a perfectible machine and shift toward viewing it as a complex adaptive system in which we seek a fundamental balance of efficiency with resilience. To achieve this, we need to keep in mind the whole while working on the component parts; pursue improvement, not perfection; and relentlessly tweak instead of attempting to find permanent solutions. Filled with keen economic insight and advice for citizens, executives, policy makers, and educators, *When More Is Not Better* is the must-read guide for saving democratic capitalism.

Scaling Up Excellence Robert I. Sutton, Huggy Rao, 2014-02-04 Wall Street Journal Bestseller The pick of 2014's management books. –Andrew Hill, Financial Times One of the top business books of the year. –Harvey Schacter, The Globe and Mail Bestselling author, Robert Sutton and Stanford colleague, Huggy Rao tackle a challenge that determines every organization's success: how to scale up farther, faster, and more effectively as an organization grows. Sutton and Rao have devoted much of the last decade to uncovering what it takes to build and uncover pockets of exemplary performance, to help spread them, and to keep recharging organizations with ever better work practices. Drawing on inside accounts and case studies and academic research from a wealth of industries-- including start-ups, pharmaceuticals, airlines, retail, financial services, high-tech, education, non-profits, government, and healthcare-- Sutton and Rao identify the key scaling challenges that confront every organization. They tackle the difficult trade-offs that organizations must make between whether to encourage individualized approaches tailored to local needs or to replicate the same practices and customs as an organization or program expands. They reveal how the best leaders and teams develop, spread, and instill the right mindsets in their people-- rather than ruining or watering down the very things that have fueled successful growth in the past. They unpack the principles that help to cascade excellence throughout an organization, as well as show how to eliminate destructive beliefs and behaviors that will hold them back. *Scaling Up Excellence* is the first major business book devoted to this universal and vexing challenge and it is destined to become the standard bearer in the field.

Enterprising Nonprofits J. Gregory Dees, Jed Emerson, Peter Economy, 2002-03-14 A hands-on resource that shows nonprofits how to adopt entrepreneurial behaviors and techniques The rising spirit of social entrepreneurship has created all kinds of new opportunities for nonprofit organizations. But at the same time, many are discovering more than their share of challenges as well. This essential book will help anyone in the field gain the necessary skills to meet these challenges. Written by the leading thinkers and practitioners in the field, *Enterprising Nonprofits* offers concise and engaging explanations of the most successful business tools being used by nonprofits today. The authors clearly describe all the concepts so you'll be able to embrace the methods of social enterprise for your organization. With this book, you'll learn how to use practical business techniques to dramatically improve the performance of your nonprofit. Praise for *Enterprising Nonprofits* I can't imagine a better team to bring powerful insights and practical guidance to social entrepreneurs. Readers will be inspired by the examples, and then they will roll up their sleeves to apply the many useful management tools in this engaging book. –Rosabeth Moss Kanter, Harvard Business School, Author of *Evolve!: Succeeding in the Digital Culture of Tomorrow* In one book, *Enterprising Nonprofits* does for social entrepreneurs what countless volumes have done for entrepreneurs in the business sector. A wonderful mixture of analysis, practical advice, and inspiration. –Paul Brest, President, William and Flora Hewlett Foundation All of the royalties from this book will be used by the Ewing Marion Kauffman Foundation to support continuing work on social entrepreneurship.

Creating Great Choices Jennifer Riel, Roger L. Martin, 2017-08-29 Move Beyond Trade-Off Thinking When it comes to our hardest choices, it can seem as though making trade-offs is inevitable. But what about those crucial times when accepting the obvious trade-off just isn't good enough? What do we do when the choices in front of us don't get us what we need? In those cases, rather than choosing the least worst option, we can use the models in front of us to create a new and superior answer. This is integrative thinking. First introduced by world-renowned strategic thinker Roger Martin in *The Opposable Mind*, integrative thinking is an approach to problem solving that uses opposing ideas as the basis for innovation. Now, in *Creating Great Choices*, Martin and his longtime thinking partner Jennifer Riel vividly illustrate how integrative thinking works, and how to do it. The book includes fresh stories of successful integrative thinkers that will demystify the process of creative problem solving, as well as practical tools and exercises to help readers engage with the ideas. And it lays out the authors' four-step methodology for creating great choices, which can be applied in virtually any context. The result is a replicable, thoughtful approach to finding a third and better way to make important choices in the face of unacceptable trade-offs. Insightful and instructive, *Creating Great Choices* blends storytelling, theory, and hands-on advice to help any leader or manager facing a tough choice.

Good Corporation, Bad Corporation: Corporate Social Responsibility in the Global Economy Guillermo C. Jimenez, Elizabeth Pulos, 2016

Unveiling the Power of Verbal Art: An Emotional Sojourn through **Getting Beyond Better How Social Entrepreneurship Works**

In a world inundated with displays and the cacophony of quick interaction, the profound power and psychological resonance of verbal artistry usually fade into obscurity, eclipsed by the continuous assault of noise and distractions. Yet, nestled within the musical pages of **Getting Beyond Better How Social Entrepreneurship Works**, a captivating perform of fictional brilliance that impulses with fresh emotions, lies an unforgettable journey waiting to be embarked

upon. Composed by a virtuoso wordsmith, that magical opus instructions readers on a mental odyssey, lightly revealing the latent possible and profound impact embedded within the elaborate web of language. Within the heart-wrenching expanse with this evocative evaluation, we will embark upon an introspective exploration of the book's main subjects, dissect their captivating writing model, and immerse ourselves in the indelible effect it leaves upon the depths of readers' souls.

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Getting Beyond Better How Social Entrepreneurship Works Introduction

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