

Getting Beyond Better How Social Entrepreneurship Works

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COCHRAN RYAN

The Design of Business Getting Beyond BetterHow Social Entrepreneurship Works

We are entering a new era—an era of impact. The largest intergenerational transfer of wealth in history will soon be under way, bringing with it the potential for huge increases in philanthropic funding. Engine of Impact shows how nonprofits can apply the principles of strategic leadership to attract greater financial support and leverage that funding to maximum effect. As Good to Great author Jim Collins writes in his foreword, this book offers "a detailed roadmap of disciplined thought and action for turning a good nonprofit into one that can achieve great impact at scale." William F. Meehan III and Kim Starkey Jonker identify seven essential components of strategic leadership that set high-achieving organizations apart from the rest of the nonprofit sector. Together, these components form an "engine of impact"—a system that organizations must build, tune, and fuel if they hope to make a real difference in the world. Drawing on decades of teaching, advising, grantmaking, and research, Meehan and Jonker provide an actionable guide that executives, staff, board members, and donors can use to jumpstart their own performance and to achieve extraordinary results for their organization. Along with setting forth best practices using real-world examples, the authors outline common management challenges faced by nonprofits, showing how these challenges differ from those faced by for-profit businesses in important and often-overlooked ways. By offering crucial insights on the fundamentals of nonprofit management, this book will help leaders equip their organizations to fire on all cylinders and

unleash the full potential of the nonprofit sector. Visit www.engineofimpact.org for additional information.

When More Is Not Better John Wiley & Sons

Explains how companies must pinpoint business strategies to a few critically important choices, identifying common blunders while outlining simple exercises and questions that can guide day-to-day and long-term decisions.

How the Best Nonprofits Launch, Scale Up, and Make a Difference Hachette UK

The application of economics to major contemporary real world problems -- housing, medical care, discrimination, the economic development of nations -- is the theme of this new book that tackles these and other issues head on in plain language, as distinguished from the usual jargon of economists. It examines economic policies not simply in terms of their immediate effects but also in terms of their later repercussions, which are often very different and longer lasting. The interplay of politics with economics is another theme of Applied Economics, whose examples are drawn from experiences around the world, showing how similar incentives and constraints tend to produce similar outcomes among very disparate peoples and cultures.

Applied Economics John Wiley & Sons

In this profound and profoundly controversial work, a landmark of 20th-century thought originally published in 1971, B. F. Skinner makes his definitive statement about humankind and society. Insisting that the problems of the world today can be solved only by dealing much more effectively with human behavior, Skinner argues that our traditional concepts of freedom and dignity must be sharply revised. They have played an important historical role in our struggle against many kinds of tyranny, he acknowledges, but they are now responsible for the futile defense of a presumed free and autonomous individual; they are perpetuating our use of

punishment and blocking the development of more effective cultural practices. Basing his arguments on the massive results of the experimental analysis of behavior he pioneered, Skinner rejects traditional explanations of behavior in terms of states of mind, feelings, and other mental attributes in favor of explanations to be sought in the interaction between genetic endowment and personal history. He argues that instead of promoting freedom and dignity as personal attributes, we should direct our attention to the physical and social environments in which people live. It is the environment rather than humankind itself that must be changed if the traditional goals of the struggle for freedom and dignity are to be reached. Beyond Freedom and Dignity urges us to reexamine the ideals we have taken for granted and to consider the possibility of a radically behaviorist approach to human problems--one that has appeared to some incompatible with those ideals, but which envisions the building of a world in which humankind can attain its greatest possible achievements.

Getting Beyond "interesting" Wm. B. Eerdmans Publishing
Greatness Redefined for the 21st Century Today's business climate is defined by speed, social technologies, and people's expectations of "values" besides value. As a result, leaders have to create an outstanding culture for all, no matter who they are or what they do for the organization. This groundbreaking book, from the creators of the gold-standard Fortune 100 Best Companies to Work For list, shows how it's done. Through inspiring stories and compelling research, the authors demonstrate that great places to work for all benefit the individuals working there and contribute to a better global society—even as they outperform in the stock market and grow revenue three times faster than less-inclusive rivals. This is a call to lead so that organizations develop every ounce of human

potential.

Who Gives and Why University of Pennsylvania Press

Social entrepreneurship differs from traditional forms of entrepreneurship in that the primary goal of the social venture is to address social problems and needs that are as yet unmet. The driving force of such ventures is social value creation. This new textbook aims to provide a comprehensive, cutting edge resource for students, introducing them to the unique concerns and challenges that face social ventures through a comparison with the principles of traditional entrepreneurship. The book consists of fourteen chapters covering all aspects of venture creation and management—from writing a business plan, to financing, people management, marketing, and social impact measurement. Social Entrepreneurship uses real-life examples and sources to expose students to contemporary developments in the field, encouraging them to think critically about the issues faced by social ventures across the globe, and experiential exercises and assignments are included to provide students with hands-on experience in creating and managing their own social ventures. Also containing review and application questions, illustrative cases, definitions of key terms, and a comprehensive companion website, Social Entrepreneurship is the essential guide to this rapidly emerging field. Visit the companion website at

www.routledge.com/cw/beugre to find: For Instructors PowerPoint slides Multiple-choice questions For Students Extra illustrative cases Web links Links to video

Managing the Creation of Social Value Business Expert Press

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.

Engine of Impact Bantam

With business advice from an expert entrepreneur, learn how to identify and leverage the key factors that will bring sustainability and success to your startup. Kathleen Kelly Janus, a lecturer at the Stanford University Program on Social Entrepreneurship and the founder of the successful social enterprise Spark, set out to investigate what makes a startup succeed or fail. She surveyed more than 200 high-performing social entrepreneurs and interviewed dozens of founders. *Social Startup Success* shares her findings for the legions of entrepreneurs working for social good, revealing how the best organizations get over the revenue hump. How do social ventures scale to over \$2 million, Janus's clear benchmark for a social enterprise's sustainability? Janus, tapping into strong connections to the Silicon Valley world where many of these ventures are started or and/or funded, reveals insights from key figures such as DonorsChoose founder Charles Best, charity:water's Scott Harrison, Reshma Saujani of Girls Who Code and many others. *Social Startup Success* will be social entrepreneurship's essential playbook; the first definitive guide to solving the problem of scale.

How Technology Is Leading a Purpose-Driven Business Revolution Harvard Business Press

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.

Beyond the Abortion Wars John Wiley & Sons

A plan for conquering collaborative overload to drive performance and innovation, reduce burnout, and enhance well-being. Most organizations have created always-on work contexts that are burning people out and hurting performance rather than delivering productivity, innovation and engagement. Collaborative work consumes 85% of employees' time and is drifting earlier into the morning, later into the night, and deeper into the weekend. The dilemma is that we all need to collaborate more to create effective organizations and vibrant careers for ourselves. But conventional wisdom on teamwork and collaboration has created too much of the wrong kind of collaboration, which hurts our performance, health and overall well-being. In *Beyond Collaboration Overload*, Babson professor Rob Cross solves this paradox by showing how top performers who thrive at work collaborate in a more purposeful way that makes them 18-24% more efficient than their peers. Good collaborators are distinguished by the efficiency and intentionality of their collaboration—not the size of their network or the length of their workday. Through landmark research with more than 300 organizations, in-depth stories, and tools, *Beyond Collaboration Overload* will coach you to reclaim close to a day a week when you: Identify and challenge beliefs that lead you to collaborate too quickly Impose structure in your work to prevent unproductive collaboration Alter behaviors to create more efficient collaboration It then outlines how successful people invest this reclaimed time

to: Cultivate a broad network—not a big one—for innovation and scale Energize others—a strong predictor of high performance Connect with others to reduce micro-stressors and enhance physical and mental well-being Cross' framework provides relief from the definitive problem of our age—dysfunctional collaboration at the expense of our performance, health and overall well-being.

Kogan Page Publishers

Understanding Social Entrepreneurship is the leading textbook that provides students with a comprehensive overview of the field. It brings the mindset, principles, strategies, tools, and techniques of entrepreneurship into the social sector to present innovative solutions to today's vexing social issues. Kickul and Lyons cover all the key topics relevant to social entrepreneurship, including a detailed examination of each of the steps in the entrepreneurial process. This third edition includes several new features: A process-oriented format, taking students through discovery, design, development, and delivery Two new chapters: one on lean startup and design thinking for social entrepreneurship, and another on unconventional approaches from developing countries Updated and new case studies, with improved global coverage 'Practically Speaking' sections that explore evidence-based research from the field Bringing together a rigorous theoretical foundation and a strong practical focus, this is the go-to resource for students of social entrepreneurship at undergraduate and postgraduate levels. A companion website includes an instructor's manual, PowerPoint slides, test bank, and other tools to provide additional support for students and instructors.

Social Entrepreneurship Penguin

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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.

The Lucifer Effect Random House Trade Paperbacks

Great is no longer good enough. *Beyond Great* delivers a powerful new playbook of 9 core strategies to thrive in a post-COVID world where all the rules of the game are being re-written. *Beyond Great* answers to two fundamental questions which face business leaders today in a world shaped by daunting and disruptive technological, economic, and social change. First, what is outstanding performance in this new volatile era? Second, how do we build competitive advantage in a world with new and often uncertain rules? Supported by years of research and hands-on consulting practice, this book presents a comprehensive framework for building a high performing, resilient, adaptive, and socially responsible global company. The book begins by taking an incisive look at these disruptive forces transforming globalization, including economic nationalism; the boom in data flows and digital commerce; the rise of China; heightened public concerns about capitalism and the environment; and the emergence of borderless communities of digitally connected consumers. Distilled from the study of hundreds of companies and interviews with dozens of business leaders, the authors have distilled nine core strategies - the new winning playbook of the 21st century. *Beyond Great* argues that business leaders today must lead with a new kind of openness, flexibility and light-footedness, constantly layering in new strategies and operational norms atop existing ones to allow for "always-on" transformation. Leaders must master a whole new set of rules about what it takes to be "global," becoming shapeshifters adept at handling

contradiction, multiplicity, and nuance. This book will show them how.

Generation Impact Harvard Business Press

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 in human history. *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 open 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. This book is an inspiring read for anyone with a social conscience and a desire to change their world for the better.

How Next Gen Donors Are Revolutionizing Giving Princeton University Press

Learn how technological disruption has scaled the business for good movement to a new achievable reality and discover how you can do well by doing good with your business too.

What Everyone Needs to Know Harvard Business Press

This book provides a guided deep dive into the early stages of venture development of social entrepreneurship. It introduces concepts that provide important insights necessary for social venture success. It introduces a set of entrepreneurial tools designed for the unique set of challenges faced in selecting and designing social entrepreneurial ventures. With this book as a guide, you will develop a feasible venture concept and communicate it effectively. This book introduces concepts that

frame new ways to approach information gathering and analysis for social entrepreneurial ideas. The book provides you guidance on: • how to move from heart-tugging issues to social entrepreneurial opportunities with high potential; • how to understand and assess the societal and policy environment in which the opportunity would be implemented; • how to analyze and select the best approaches for that circumstance; and • how to communicate the product or new approach to gain investors, grants, and community engagement

How exercise helps us find happiness, hope, connection, and courage Berrett-Koehler Publishers

We all want to get to yes, but what happens when the other person keeps saying no? How can you negotiate successfully with a stubborn boss, an irate customer, or a deceitful coworker? In *Getting Past No*, William Ury of Harvard Law School's Program on Negotiation offers a proven breakthrough strategy for turning adversaries into negotiating partners. You'll learn how to: • Stay in control under pressure • Defuse anger and hostility • Find out what the other side really wants • Counter dirty tricks • Use power to bring the other side back to the table • Reach agreements that satisfies both sides' needs *Getting Past No* is the state-of-the-art book on negotiation for the twenty-first century. It will help you deal with tough times, tough people, and tough negotiations. You don't have to get mad or get even. Instead, you can get what you want!

Design Thinking for the Greater Good Harvard Business Press

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.

Getting Beyond Better Hackett Publishing

Getting Beyond Better How Social Entrepreneurship Works Harvard Business Review Press

Understanding How Good People Turn Evil Harvard Business

Press

A revealing look at how user behavior is powering deep social divisions online—and how we might yet defeat political tribalism on social media In an era of increasing social isolation, platforms like Facebook and Twitter are among the most important tools we have to understand each other. We use social media as a mirror to decipher our place in society but, as Chris Bail explains, it functions more like a prism that distorts our identities, empowers status-seeking extremists, and renders moderates all but invisible. *Breaking the Social Media Prism* challenges common myths about echo chambers, foreign misinformation campaigns, and radicalizing algorithms, revealing that the solution to political tribalism lies deep inside ourselves. Drawing on innovative online experiments and in-depth interviews with social media users from across the political spectrum, this book explains why stepping outside of our echo chambers can make us more polarized, not less. Bail takes you inside the minds of online extremists through vivid narratives that trace their lives on the platforms and off—detailing how they dominate public discourse at the expense of the moderate majority. Wherever you stand on the spectrum of user behavior and political opinion, he offers fresh solutions to counter political tribalism from the bottom up and the top down. He introduces new apps and bots to help readers avoid misperceptions and engage in better conversations with the other side. Finally, he explores what the virtual public square might look like if we could hit "reset" and redesign social media from scratch through a first-of-its-kind experiment on a new social media platform built for scientific research. Providing data-driven recommendations for strengthening our social media connections, *Breaking the Social Media Prism* shows how to combat online polarization without deleting our accounts.