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ENTERPRISING NONPROFITS

ENTERPRISING NONPROFITS:

A TOOLKIT FOR SOCIAL ENTREPRENEURS

**J. Gregory Dees,
Jed Emerson, and
Peter Economy**



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DEDICATION

To Ewing Marion Kauffman who led his successful business and foundation based upon a simple but powerful value statement: “Treat others as you would like to be treated,” and to social entrepreneurs everywhere who are actively engaged in providing social value and entrepreneurial leadership to our communities and their citizens.

ACKNOWLEDGMENTS

I want to thank my good friend Steve Roling at the Kauffman Foundation. Without his vision and drive, this project would not have gotten off the ground. It has also been a rare treat to work with both Jed Emerson and Peter Economy. Jed's unique combination of passion, intelligence, experience, and receptivity make him the very best kind of colleague. Peter has a wonderful gift for making complex concepts accessible and for keeping a major project, such as this, on track. Our authors have demonstrated not only their expertise but also their patience and flexibility, as we worked to make sure themes and concepts were integrated across the chapters.

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Finally, I want to thank my wife, Betty Ann, for her patience and support throughout this process. She has been my best friend and an anchor of stability in a very hectic life.

J. Gregory Dees

Peter Economy would like to thank his co-editors Greg Dees and Jed Emerson, both for their patience, and for freely imparting their great knowledge and insights on the topic of social entrepreneurship. I would also like to thank our guest authors for being so responsive to the needs of this long-term project—it's been a real pleasure working with each one

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Peter Economy

I would like to express my deep thanks and appreciation to George R. Roberts for his invaluable trust that allowed me to both maximize my work as a social entrepreneur and learn how best to assist other social entrepreneurs. Sincere thanks go to Melinda Tuan, without whose partnership I would not have learned as much nor had the ability to travel and spread the gospel of social entrepreneurship. I would also like to publicly thank my parents for their confidence in my work. My sincere thanks to Kelly for her support, and Pearl and Rasta for their patience. I would also like to express my thanks to my colleagues at Harvard Business School for their support and contributors to my intellectual journey.

Jed Emerson

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CONTENTS

PREFACE	xvii
EDITOR'S INTRODUCTION	xix
 CHAPTER 1 SOCIAL ENTREPRENEURSHIP	 1
<i>J. Gregory Dees, Peter Economy</i>	
What Is Social Entrepreneurship? 2	
What Makes an Enterprise a Social Enterprise? 9	
Why Social Entrepreneurship Is Important to You 12	
Factors Leading to Entrepreneurial Success 16	
Summary 17	
 CHAPTER 2 DEFINING YOUR MISSION	 19
<i>Rob Johnston</i>	
Mission as the Entrepreneur's Most Useful Tool 20	
How to Define Your Organization's Mission 23	
Planning and Leading through Mission 27	
Summary: Mission in Action 37	
 CHAPTER 3 RECOGNIZING AND ASSESSING NEW OPPORTUNITIES	 43
<i>Jerry Kitz</i>	
Opportunity Recognition Is a Skill, Not a Character Trait 44	

Always on the Lookout!	44
The Value of a Strategic Plan	49
Assessing Opportunities	51
Window of Opportunity	60
Summary	61

CHAPTER 4 MOBILIZING RESOURCES 63

J. Gregory Dees

It's Not Just about the Money	63
Assess your Resource Needs— Entrepreneurially	64
Ten Tips for Reducing Your Initial Cash Needs	81
Develop Your Resource Mobilization Strategy	84
Summary	100

CHAPTER 5 THE ACCOUNTABLE SOCIAL ENTREPRENEUR 103

Jed Emerson

Defining Accountability and Understanding Its Dimensions	104
The Rationale for Being an Accountable Social Entrepreneur: Why Bother?	104
The Accountability Trap: Feeling Accountable to All, Being Accountable to None	107
Making Accountability Work for You: Moving from Concept to Action	110
On Stubbing Your Toe: Possible Implications of Being Accountable	119
The Six Steps to Meaningful Accountability	122
Summary	123

**CHAPTER 6 UNDERSTANDING RISK: THE
SOCIAL ENTREPRENEUR, AND
RISK MANAGEMENT**

125

Jed Emerson

What Does “Risk” Really Mean? 125

The Art of Calculated Risk Taking 131

Understanding Risk, Reward, and the Reason We're Playing the Game! 134

Understanding Your Options: Strategies for Managing Risks 144

The Potential Costs of Risk-reduction Strategies . . .
A Word of Caution 154

Learning from Your Mistakes 157

Summary 159

CHAPTER 7 MASTERING THE ART OF INNOVATION 161

J. Gregory Dees

What Is Innovation? 162

Where to Look for Innovative Opportunities 163

Balancing Tensions in the Innovation Process 165

Managing the Resistance to Innovation 169

Creating an Innovative, Adaptive Enterprise 185

Summary 196

CHAPTER 8 UNDERSTANDING AND ATTRACTING YOUR “CUSTOMERS” 199

Kristin Majeska

Identifying Your Customers 201

Understanding Your Customers' Needs and Wants 210

	Creating a Winning Value Proposition	221
	Pricing to Maximize Social Impact	228
	Promoting Your Product, Service, and Mission	237
	Summary	247
CHAPTER 9	FINANCIAL MANAGEMENT	251
	<i>Tom McLaughlin</i>	
	The Only Five Financial Reports You'll Ever Need	252
	The Basics of Financial Management	253
	Keeping Track of It All (Cost Accounting)	266
	The Price of Success (Isn't Terribly High)	267
	Summary	270
CHAPTER 10	PLANNING FOR THE SOCIAL ENTERPRISE	273
	<i>Jeanne Rooney</i>	
	Business Planning: Why?	273
	Business Planning: How?	277
	Business Planning: Whatever the Purpose, No Matter What the Scope, It Works	284
	Business Plan for the Social Enterprise: The Document	286
	Comparing a Social Enterprise Plan with a Traditional Business Plan	293
	Summary	297
APPENDIX A	SOCIAL ENTREPRENEURS' BRIEF GUIDE TO THE LAW	299
APPENDIX B	FOR FURTHER READING	313
INDEX		321

PREFACE

Ewing Marion Kauffman (Mr. K) was a successful businessman and former owner of the Kansas City Royals baseball club. When he started his foundation (the Ewing Marion Kauffman Foundation), he initially planned to devote his substantial accumulated wealth to helping children and youth become productive members of society. This meant initiating a variety of programs in the Kansas City area to help young people develop moral and ethical behaviors, abstain from drug and alcohol use, be prepared to enter school ready to learn, and successfully graduate from high school, trade school, or college.

After a few years of operating these four programs within the foundation, Mr. K decided that he needed to do more to help children, youth, and their families become more self-sufficient. Because Mr. K had always been an entrepreneur—and because he had turned his own modest personal savings into a fortune through hard work and an unbounded entrepreneurial spirit—he naturally believed that, by encouraging and accelerating entrepreneurship in America, he could achieve this goal. After several months of careful study, he decided that his foundation should be a leader in teaching and promoting the concepts of entrepreneurship to children, youth, and adults—and he set about turning that idea into a reality.

Under the dedicated leadership of a dynamic Board of Directors and a determined and resourceful staff, the Kauffman Center for Entrepreneurial Leadership at the Ewing Marion Kauffman Foundation has developed and funded many innovative and groundbreaking programs to teach entrepreneurship to youth and adults. Although the early work in this area was focused entirely on for-profit enterprises, as time went on, Mr. K noticed that the same skills and attitudes seen in successful for-profit entrepreneurs were also prevalent in many successful non-profit leaders. At Mr. K's urging, the foundation soon began to devote its significant resources to developing, supporting, and encouraging entrepreneurs who practice in the non-profit sector as well.

We have met many wonderful, inspiring, dedicated, and courageous social entrepreneurs over the years—many of whom are written about in this book. Non-profit organizations have always been faced with a dilemma: how to balance the competing needs for providing necessary services to

clients who could not afford to pay for them. For years, nonprofits have relied on the financial largesse of the government, corporations, foundations, and individuals to generate operating and program funds. Without these traditional sources of funds, most nonprofits would not exist today. Over the past decade, however, many of these traditional sources of funds have dried up. According to an Independent Sector study, federal government spending on programs of concern to nonprofits (not including assistance to individuals) has decreased by more than \$30 *billion*.

In response to these trends, more and more non-profit organizations are beginning to consider new and different ways to generate the funds they need to operate. Indeed, for many organizations, social enterprise—the adoption of entrepreneurial behaviors and techniques by non-profit organizations—is rapidly becoming a necessity for survival rather than just another management buzzword. Instead of viewing the world of business as the enemy, many nonprofits are beginning to learn how to take business skills and frameworks and apply them within a community context to create social value.

Make no mistake about it: This is really hard work. For the most part, social entrepreneurship is not a science that can be simply copied from the for-profit world—nonprofits *are* different. That is exactly why this book exists. Not only will *Enterprising Nonprofits* help social entrepreneurs determine how and when for-profit entrepreneurial skills can help them achieve meaningful results and create social value for their clients, but it will also provide them with all the tools and resources necessary to put these important concepts into practice.

Mr. Kauffman died in 1993. His legacy lives on, however, through the work of his foundation, and through the lives of all the people he has touched over the years. Mr. Kauffman would be pleased that entrepreneurs—both for-profit and non-profit—are working together now more than ever before to create a better world. As Mr. K said: “All the money in the world cannot solve problems unless we work together. And if we work together, there is no problem in the world that can stop us as we seek to develop people to their highest and best potential.”

We hope this book is a practical tool to help you fulfill *your* potential to create meaningful social value for your clients.

Steve Roling
Ewing Marion Kauffman Foundation

EDITORS' INTRODUCTION

You hold in your hands the first fruits of a conversation that started at the Kauffman Foundation's Center for Entrepreneurial Leadership in the spring of 1998. The conversation was about how we could help nonprofit leaders draw on the lessons and tools that have come out of decades of research on business entrepreneurship. Those of us participating in the conversation had experience in both sectors and knew that the wholesale transfer of business practices would not be helpful. Social sector leaders can already find excellent books on business entrepreneurship. The bookstores are filled with them. However, much of the material in these books is foreign to someone coming from a nonprofit environment and some of it is simply inappropriate if your mission is to create social value rather than financial profit. Lessons from the business world have to be adapted to reflect the distinctive missions, operating environments, and norms found in the social sector. This kind of cross-sector translation is not easy, but we were convinced it would be worthwhile. This book contains our first efforts to make that translation.

In order for this book to be effective, we knew that it would have to meet several special requirements. It would have to:

- Be grounded in best thinking about effective business entrepreneurship,
- Modify that thinking to make it appropriate for use in the social sector,
- Integrate that thinking with the best ideas about nonprofit management,
- Take a very practical “hands-on” approach, and
- Be accessible to readers with no prior business training.

In sum, we decided to produce a down-to-earth toolkit to help social sector leaders hone their entrepreneurial skills and, thereby, serve their social missions even more effectively. We are not trying to turn nonprofits into businesses. That would be tragic. Rather, our goal is to help forward-thinking nonprofit leaders learn from business, be more enterprising, and have greater positive, long-term impact in their chosen fields. This is not

a book on “social entrepreneurship appreciation” or the theory of social venturing. It is very much a “how to” book, grounded in research on and experience with entrepreneurs in both sectors.

CONTENT OF THE BOOK

When we first attempted generating a list of all the topics we thought were important, we ended up with more than twenty chapters. In the end, this proved to be too much for one book. With help from the editors at Wiley, we decided to split the content into two books, as well as developing a supporting web site. The two volumes together with the web site should give the reader plenty to work with as you begin your journey of entrepreneurship or seek out new perspectives on your current work.

This first book offers an essential toolkit that covers the core elements of effective social entrepreneurship. It should engage, challenge, and help even the most experienced readers. It provides you with a starting point for understanding and applying the core concepts of social entrepreneurship. It will take you from defining your mission to creating a business plan for a social enterprise. The various steps in between include identifying opportunities, mobilizing resources, exercising accountability, managing risks, understanding customers, being innovative, and handling your finances. Each chapter presents several tools that you can put to use.

The second book, tentatively titled *Enterprising Nonprofits II: More Tools for Social Entrepreneurs*, will add important tools to your toolkit. It will help you define your service vision, develop a strategy, manage your staff and board, measure performance, and deal with the opportunities and challenges of growth. Our plan is to have the second volume out by early 2002, about nine months after this volume is released.

In addition to the two books, we have decided to create a web site to provide you with up-to-date information about resources and support available to social entrepreneurs. You'll soon be able to find the web site directly at www.enterprisingnonprofits.org or through the Kauffman Foundation's EntreWorld web site (www.EntreWorld.org). The EntreWorld site serves as a resource for entrepreneurs around the country.

THE STYLE OF THIS BOOK

This book has been designed to be used, not just read. Although each author has his or her own style of writing, we required some common elements of style. We wanted to make it easy for you to locate what you need

and to apply the relevant ideas to your current situation. Specifically, we have used lots of headings, bullet-points, charts, and summaries to make specific topics readily visible. We have even placed icons in the margin to highlight particularly important items. The icons we use are as follows:



Core Concept: An important new concept or framework.



Tool of the Trade: A framework or technique for applying core concepts.



Practical Tip: A tidbit of advice on effective and cost-conscious use of the tools.



Reality Check: An in-depth example illustrating the application of a tool.



Gem of Wisdom: A relevant quote from a person of great experience or wisdom.



Red Flag: A potential problem, risk, trap, or complication.



Action Step: Specific activities allowing readers to put concepts and tools to use.



Concept Check: A review of concepts and tools previously introduced.

Our efforts to create a practical and “user friendly” book went well beyond formatting devices. We urged our authors to use examples and case studies in order to bring their concepts, frameworks, and tools to life. The examples were chosen for their power in illustrating particular key points. But remember: in this context, they are teaching tools, and not endorsements of specific organizations. All organizations have their strengths and weaknesses. The examples chosen for this book tend to focus on the strengths and lessons we feel may be of use to you.

Of course, the ultimate value of this book lies in your ability to apply the tools we offer to your own situation and see improved performance as a result. If that does not happen, we have failed. No amount of bullet points, icons, or examples will do this for you. You have to do it for yourself, but we can help. At key points in the text, our authors challenge you to put their ideas to the test, and they guide you through the

process by offering exercises, checklists, and action steps. Of course, good entrepreneurial management cannot be reduced to formulas or cookbook-style recipes. Our frameworks can point you in the right direction, but you will definitely need to adapt what our authors suggest to your specific situation. Keep in mind that in order to make the material in this book most relevant to your own situation, you may well need to improvise on the themes of a given chapter. Improvisation is consistent with the spirit of entrepreneurship. For every practical tool in this book, our authors have endeavored to provide sufficiently detailed explanations, so that you can improvise on the details while remaining true to the underlying logic of the core ideas. In case our explanations do not go far enough, we have included additional suggested readings in Appendix B. The books and articles that you find there give you an opportunity to dig more deeply into the subject matter of each chapter.

SUMMARY

Far too many “how to” and “self-help” books are purchased with good intentions and high spirits, but end up sitting on the shelf, unused. We will be deeply disappointed if that is the fate of this book. We have worked hard to make it practical and easy to use. However, if you take what it says seriously, it may require you to change your mindset, adopt new behaviors, and develop new skills. We hope the process will be fun, and we are confident that it will be rewarding, if you see it through, but we know it will not be easy. Give this book a try and tell us, via our web site, how well it works for you. We welcome your suggestions and comments. Besides, all the royalties from the sale of this book will flow back to the Kauffman Foundation in order to support work on social entrepreneurship. Your comments could help us make sure that those royalties are well spent!

We wish you the best in your entrepreneurial endeavor . . . and remember, fortune favors the prepared mind—so use this book and build learning organizations that will help you achieve your dreams and those of your community. The best is yet to come!

J. Gregory Dees

Peter Economy

Jed Emerson

Chapter 1

SOCIAL ENTREPRENEURSHIP

J. Gregory Dees, Miriam and Peter Haas Centennial Professor in Public Service, and co-director of the Center for Social Innovation, Stanford Graduate School of Business

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IN THIS CHAPTER

What is social entrepreneurship?

What makes an enterprise a social enterprise?

Why social entrepreneurship is important to you

Factors leading to entrepreneurial success

More than ever, nonprofit leaders need to be entrepreneurs. As any leader in the nonprofit sector knows, the job of running a nonprofit organization has become increasingly complicated. The nonprofit world is changing. Nonprofit leaders face government funding cuts, rising demands for performance measures by foundations, corporations that want strategic benefits from their philanthropy, new forms of competition from the business sector, and serious questions about the effectiveness and appropriateness of traditional charitable remedies for social problems. These changes pose both opportunities and challenges. Politicians on both sides of the aisle are looking to nonprofit organizations for innovative solutions to social problems. To respond effectively, nonprofit leaders must be particularly enterprising. They have to sharpen their entrepreneurial skills and put them to use. These changes also open the door for new social entrepreneurs to enter.

The idea of entrepreneurship has been around for hundreds of years. Say the word *entrepreneur*, and anyone can likely conjure up a vision of what that word means. For some people, an entrepreneur might be a woman who starts a popular bookstore in a local mall. Others might picture someone who puts his life's savings (and perhaps a second mortgage

on his home, and the outstanding balances of all his credit cards) at risk by buying a McDonald's franchise. Still others might imagine someone like Bill Gates—a man who with his partner Paul Allen founded Microsoft in 1975, and built it into the world's largest software company with annual sales of nearly \$23 billion in 2000.

Although you may feel fairly certain that you know what entrepreneurship means in the world of business, you may be less clear about how the term *entrepreneurship* applies to the world of nonprofit organizations—a world where success is generally measured not by how much profit you make, but by how well you serve your social mission.

Indeed, there *is* a difference between entrepreneurship in a profit-making environment and in the world of nonprofits; however, the difference may not be as big as you thought.

This chapter defines what entrepreneurship is and how it can be an incredibly powerful and positive force in nonprofit organizations. We'll explore the reasons why social entrepreneurship should be on your radar screen and a part of your organization's strategic plans, and you'll have the opportunity to take a self-scoring quiz to assess your own social entrepreneurship skills. Finally, based on the results of your assessment, we'll determine what areas you should focus on to maximize your effectiveness as a social entrepreneur.

As the old saying goes:

Tell me . . . I forget

Show me . . . I remember

Involve me . . . I understand

Many of you already are social entrepreneurs, even if you would never have used that phrase to describe yourself. You may well see yourself in the following pages. Even if you are a social entrepreneur, you can probably get even better at it. Not only will we show you how to become a more effective social entrepreneur, but we will also involve you in the process by helping you identify areas where you should consider building your skills and then develop goals for learning the skills you'll need to be an effective social entrepreneur. Ultimately, the more you put these skills to work for you in your own organization, the better you'll get at it, and the more effective your organization will become.

WHAT IS SOCIAL ENTREPRENEURSHIP?

You've no doubt heard about entrepreneurs, those adventurous individuals who seem to enjoy nothing more than creating new businesses out of thin air. Whether they are starting some new Internet business phe-

nomenon, building a boutique steel mill, or simply opening a new delicatessen down the street, entrepreneurs are often credited with being the force that drives innovation and growth in our economy today. But where does that leave *you*?

As a leader or follower in a nonprofit, can't you also enjoy the benefits of thinking and acting entrepreneurially? As we illustrate throughout this book, you can—and you *should*. Before we get into the details of how you can become a social entrepreneur, however, let's first define exactly what we are talking about.

ENTREPRENEURSHIP IS . . .

There is no single definition of the word *entrepreneurship*. Although French economists coined the term *entrepreneur* approximately 200 years ago, it has evolved in both meaning and significance over the years. These changes have created a strong tradition that reflects the inherent strength of the entrepreneurial spirit.

core concept

In its original French, *entrepreneur* means literally someone who undertakes—not an undertaker in the sense of a funeral director, but someone who undertakes an important task or project. The term soon came to be associated with venturesome individuals who stimulated economic progress by finding new and better ways of doing things.

The French economist Jean Bapiste Say summed it up at the turn of the 19th century when he described entrepreneurs this way: “The entrepreneur shifts economic resources out of an area of lower and into an area of higher productivity and greater yield.” In other words, entrepreneurs create value.

Early in the 20th century, economist Joseph Schumpeter boldly declared that “the function of entrepreneurs is to reform or revolutionize the patterns of production.” They can do this “. . . by exploiting an invention or, more generally, an untried technological possibility for producing a new commodity or producing an old one in a new way, by opening up a new source of supply of materials or a new outlet for products, by reorganizing an industry and so on.” In Schumpeter's mind, entrepreneurs create value through innovation.

More recently, management guru Peter Drucker described entrepreneurs and entrepreneurship this way: “the entrepreneur always searches for change, responds to it, and exploits it as an opportunity.” Entrepreneurs see the opportunities rather than the problems created by change.

It's the old question: “Is this glass half empty or half full?” Harvard psychologist Ellen Langer got right to the heart of this question in her landmark study of the attitudes of schoolchildren toward people with disabilities. In the first classroom, she posted a picture of a person in a wheelchair and asked, “Can this person drive a car?” The answer was an

overwhelming “no,” along with *lots* of reasons why not. In the second classroom, Langer asked, “*How* can this person drive a car?” After a brief pause, students came up with *lots* of creative ideas about how a person in a wheelchair could drive a car.

Similarly, entrepreneurs have an *opportunity orientation* that leads them to see the possibilities and to think in terms of *how* they can get something done, rather than seeing the problems and thinking of excuses why they *can't*. Howard Stevenson, a leading theorist of entrepreneurship at Harvard Business School, added an element of resourcefulness to the definition, based on research he conducted to determine what distinguishes entrepreneurial management from more common forms of “administrative” management. He suggests defining the heart of entrepreneurial management as “the pursuit of opportunity without regard to resources currently controlled.” He found that entrepreneurs not only see and pursue opportunities that elude administrative managers, but entrepreneurs also do not allow their own initial resource endowments to limit their options. Entrepreneurs mobilize the resources of others to achieve their entrepreneurial objectives.

**core
concept**

If we distill down all the thinking on what makes someone an entrepreneur, we would be left with this definition:

Entrepreneurs are innovative, opportunity-oriented, resourceful, value-creating change agents.

Never satisfied with the status quo, entrepreneurs are a forceful engine of growth in our economy. Therefore, and for other reasons we will soon learn about, it's easy to see why social entrepreneurs can have such a strong and positive impact on their clients and on their communities.

WHAT MAKES SOCIAL ENTREPRENEURS DIFFERENT?

Social entrepreneurs are different from business entrepreneurs in many ways. The key difference is that social entrepreneurs set out with an explicit social mission in mind. Their main objective is to make the world a better place. This vision affects how they measure their success and how they structure their enterprises.

Another important difference is that social entrepreneurs do not receive the same kind of market feedback that business entrepreneurs get. Business enterprises that efficiently create value for their customers are rewarded in the long term—rewards that eventually find their way back to investors in the form of profits; however, creating social value does not necessarily lead to long-term rewards for the enterprise or entrepreneur creating it. In these environments, for example, lack of profitability is not a reflection on organizational performance. As a result, social entrepre-

neurs face different challenges in attracting resources and in justifying their existence.

**core
concept**

The best measure of success for social entrepreneurs is not how much profit they make, but rather the extent to which they create social value. Social entrepreneurs act as change agents in the social sector by behaving in the following ways:

- ✓ *Adopting a mission to create and sustain social value.* For social entrepreneurs, the mission of social improvement is critical, and it takes priority over generating profits. Instead of going for the quick-fix, social entrepreneurs look for ways to create lasting improvements.
- ✓ *Recognizing and relentlessly pursuing new opportunities to serve that mission.* Where others see problems, entrepreneurs see opportunities! Social entrepreneurs have a vision of how to achieve their goals, and they are determined to make their vision work.
- ✓ *Engaging in a process of continuous innovation, adaptation, and learning.* Social entrepreneurs look for innovative ways to ensure that their ventures create social value and obtain needed resources and funding as long as they are creating value.
- ✓ *Acting boldly without being limited to resources currently in hand.* Social entrepreneurs are skilled at doing more with less and at attracting resources from others. They explore all resource options, from pure philanthropy to the commercial methods of the business sector, but they are not bound by norms and traditions.
- ✓ *Exhibiting a heightened sense of accountability to the constituencies served and for the outcomes created.* Social entrepreneurs take steps to ensure that they are creating value. They seek to provide real social improvements to their beneficiaries and their communities, as well as an attractive social and/or financial return to their investors.

Social entrepreneurs create social enterprises. They are the reformers and revolutionaries of our society today. They make fundamental changes in the way that things are done in the social sector. Their visions are bold. They seek out opportunities to improve society, and they take action. They attack the underlying causes of problems rather than simply treating symptoms. And, although they may act locally, their actions have the very real potential to stimulate global improvements in their chosen arena, whether that is education, health care, job training and development, the environment, the arts, or any other social endeavor.

THE CHARACTERISTICS OF ENTREPRENEURS

No one is born an entrepreneur. People learn to be entrepreneurs over the course of their lifetimes, some sooner than others. They develop the

necessary characteristics and skills over time. If you are not now a social entrepreneur, you may yet become one, and if you are one already, you can learn or improve your skills quickly and easily by simply focusing on the areas that need work.

This is not to say that everyone is cut out to be an entrepreneur. Although research shows that no single personality profile exists for entrepreneurs, they do tend to exhibit certain behavioral characteristics that are associated with their success.

**tool of
the trade**

According to William D. Bygrave, director of Babson College's Center for Entrepreneurial Studies, entrepreneurs exhibit the following characteristics—what Bygrave calls the “10 D's.” We have modified Bygrave's explanations slightly to suit social entrepreneurs.

- ✓ *Dreamers.* Social entrepreneurs have a vision of what the future could be like for them, their organizations, and society. And, more important, they have the ability to implement their dreams.
- ✓ *Decisiveness.* They don't procrastinate. They make decisions swiftly, and their swiftness is a key factor in their success.
- ✓ *Doers.* Once they decide on a course of action, they implement it as quickly as possible, making any needed adjustments as they go.
- ✓ *Determination.* They implement their ventures with total commitment. They seldom give up, even when confronted by obstacles that seem insurmountable.
- ✓ *Dedication.* They are totally dedicated to their ventures, sometimes at considerable cost to their relationships with friends and families. They work tirelessly. Twelve-hour days and seven-day work weeks are not uncommon when a social entrepreneur strives to get a new venture off the ground.
- ✓ *Devotion.* Social entrepreneurs love what they do. This love sustains them when the going gets tough, and love of their mission makes them effective at delivering on it.
- ✓ *Details.* It is said that the devil resides in the details. That is never more true than in starting and growing a new venture. The social entrepreneur must be on top of the critical details.
- ✓ *Destiny.* They want to be in charge of their own destiny rather than dependent on an employer.
- ✓ *Dollars.* Getting rich is not the prime motivator of social entrepreneurs, but money is important to keeping their ventures alive. They understand the economics of their ventures and work tirelessly to sustain them.
- ✓ *Distribution.* Social entrepreneurs distribute responsibility and credit to key stakeholders who are critical to the success of the efforts.¹ They give others a sense of ownership in their activities.

INTERVIEW

**BILL STRICKLAND,
MANCHESTER CRAFTSMEN'S GUILD**

Bill Strickland is president and CEO of the Pittsburgh, Pennsylvania-based social enterprises Manchester Craftsmen's Guild and the Bidwell Training Center. Founded in 1968, the Manchester Craftsmen's Guild uses art to teach at-risk youth life skills and to break the cycle of poverty. The Bidwell Training Center, founded by Strickland in 1972, focuses on building partnerships with local companies to train displaced adults for real work in real jobs. Nearly 500 students participate in Manchester's programs free of charge. Another 4,000 students each week attend guild-sponsored workshops in Pittsburgh's 12 public high schools. Every summer, students are invited to attend arts residency programs at local universities.

Strickland was named to a six-year term on the board of the National Endowment for the Arts (NEA) by President George Bush, and he received a MacArthur Fellow Award in 1996 for his leadership and ingenuity in the arts.

Bill Strickland exhibits many of William Bygrave's characteristics of successful entrepreneurs—his 10 D's—as described in the previous section. Strickland certainly has a dream, he's determined, and he's a doer. As you read this interview, see if you think he exhibits any of the other D's, as well.

QUESTION: What makes Manchester Craftsmen's Guild and Bidwell Training Center different from other non-profit organizations?

STRICKLAND: A couple of things. One is the attitude both the staff and the organization bring by stressing a set of values that have to do with quality and excellence and performance and measurement—and not using the non-profit status as an excuse for not having a businesslike skill set. The second thing is that our staff is encouraged to be innovative and entrepreneurial in the way they pursue their careers and their professions.

QUESTION: How did you become a social entrepreneur?

STRICKLAND: Totally by accident. I'd like to say it was all analysis and foresight, but I'm not quite sure it worked out that way. But I do recall being very encouraged in my work by the Harvard Business School, when I spoke there years ago. I showed up with a slide show of my work, and I got a standing ovation. At the end of class, the professor declared that I was a social entrepreneur—it was the first time I ever heard the term. Prior to them designating me that, what I thought I was doing was creating a diversified revenue and program strategy for my organization—some of which fell into this category of special enterprise.

(continued)