



Saving the World at Work

What Companies and Individuals Can Do to Go Beyond Making a Profit to Making a Difference

THE SUMMARY IN BRIEF

A “Responsibility Revolution” is shaking up corporate America. In *Saving the World at Work*, author Tim Sanders reveals why companies must go beyond making a profit and start making a difference.

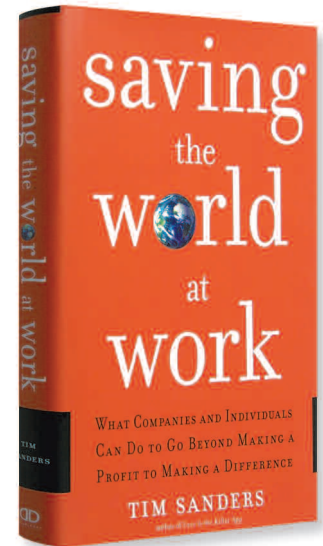
Every one of us, regardless of title or position, can inspire our companies to change the way they do business, helping them to become a positive force for enriching people, communities and the environment. When this happens, not only do we help save the world, we help save our companies from becoming irrelevant. We become part of the Responsibility Revolution.

Companies that don't participate in this revolution risk becoming obsolete. Today, customers, employees and investors are demanding that companies focus on their social responsibilities — not just their bottom lines.

Saving the World at Work offers concrete suggestions on how all of us can help our companies join the Responsibility Revolution. Drawing on extensive interviews with hundreds of employees and CEOs who are making a difference in the workplace and in the world, the author offers practical advice every individual and company can use to make the world a better place — now and in the future.

IN THIS SUMMARY, YOU WILL LEARN:

- The five phases of business revolutions and how these revolutions lead toward massive changes in the manner in which business is conducted.
- How to properly link your personal goals with your company's business goals and add social value without a great deal of funding.
- How you can help to reduce your company's social inefficiency.
- How to develop a new type of business acumen.
- Why everyone should make a difference.
- How even the actions of a single person can help change the world.



by Tim Sanders

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THE COMPLETE SUMMARY: SAVING THE WORLD AT WORK

by Tim Sanders

The author: Tim Sanders is the author of *Love Is the Killer App* and a top speaker on the lecture circuit. From 2001 to 2005, he was the chief solutions officer at Yahoo! Inc. where he worked on next-generation business strategies. He has been featured in *Time* and *USA Today* and has appeared on *Today*, CNN, *Fox and Friends*, *Tucker* and national radio.

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PART ONE: THE RESPONSIBILITY REVOLUTION

The Power of One Revolutionary

The Responsibility Revolution has arrived. It demands that companies make a difference to society — not just indirectly, by producing jobs and profits, but directly, through their products, through their manufacturing methods and operational systems, through their environmental efforts and community outreach.

The consumers and customers leading this revolution will screen your company to see if it is socially responsible. Then, and only then, will they reward it with their loyalty.

The Responsibility Revolution represents a new consciousness among consumers concerning why we buy or don't buy, what we use or don't use. We want to make a positive difference with our wallets, and through our actions, to make the world a better place.

The 'Them Generation'

So who is behind the Responsibility Revolution?

I call the people who compose its growing chorus the "Them Generation." Many of them were born after 1980, but its membership includes everybody, of any age, who is focused on "them" — that is, on others.

Those growing up in the 1960s were part of the Me Generation. They were only one generation removed from the Great Depression. The Me Generation was superseded in the 1980s and 1990s by the Us Generation, a group that focused half on me, half on you. This is basically the same story, same theme. What's in it for me? What's in it for us?

By comparison, the Them Generation sees itself as affluent rather than impoverished. These people don't expect merely to survive, but to thrive. To them, there is enough

to go around, and they are making a cause of giving some of it to others. They have little connection to the fear and insecurity of the Great Depression. They aren't obsessed with notions of scarcity, survival and security. They've moved up Abraham Maslow's psychological ladder to a higher emotional need: to achieve significance.

Make a Difference

No matter who you are, or where you work, or how high up or low down you are in an organization, you can make a difference. You can shape your community. You can become the catalyst to produce outreach programs that embed themselves throughout your entire company. You can change the world at work, even if you don't have a title and have never fancied yourself a leader. ●

The Nature of Business Revolutions

Revolutions are fueled by frustration with the status quo, combined with a perceived opportunity to seize the moment and alter it. Two of the most notable examples are the American and French Revolutions, but countless others — not necessarily political — follow the same pattern.

In the context of business, revolutions lead toward massive changes in the manner in which business is conducted.

Five Phases

Business revolutions occur in five phases:

The first phase is a *change in circumstances* that dramatically impacts how we think about the business landscape. Our lives are continually shaped by the social environment in which we live. When seismic events occur, they inexorably alter the business landscape. The result is a shock to the collective consciousness that causes us to view the world in new and unexpected ways.

Any major change in circumstances results in the second phase of a business revolution: *a new set of values*. In



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service@summary.com

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Rebecca S. Clement, Publisher; Sarah T. Dayton, Editor in Chief; Judy Jensen, Senior Editor; Christine Wright, Senior Graphic Designer; Chris Lauer, Contributing Editor

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this context, the definition of values is: beliefs that shape the criteria by which one allocates resources. If you believe in corporate stability rather than strategic risk taking, your efforts will go into preserving the status quo instead of into research and development. If you value accuracy over speed, you'll invest in quality control rather than production capacity and quotas.

The third phase of the business revolution is the *arrival of the innovators*. In response to new values, some perceptive companies rush in to meet the needs of underserved or emerging markets. They are the innovators, and they play the role of spoiler to the old guard. They buck the system in a way that resonates with the new values. For example, innovative companies may offer faster instead of better or cheaper as a value proposition. Their quality may seem substandard, and their price too high, to the incumbent industry leaders. But to the new market for convenience, the innovator hits its sweet spot.

Disruption and the New Order

As the new values reach an inflection point of mass popularity, the fourth, and most extreme, phase of a business revolution occurs: *disruption*. This happens when incumbent industry leaders are either toppled or cave in to market pressures, and can only survive by making radical transformations to their business model. Earning shortfalls, layoffs, bankruptcies and organizational overhauls litter the disruptive phase of the business revolution.

The fifth and final salvo of a business revolution is the very long period in which companies develop proficiency in serving new markets as innovators become more sophisticated and customers more demanding. This period is *the New Order*.

Eventually, surviving companies will satisfy the new market needs and the competition will then turn to who does it best. ●

Phase One: A Change in Circumstances

Changes are coming that will threaten the stability of both your company and your industry. The world at work will never be the same.

The Responsibility Revolution is under way. It is following the same blueprint as the Quality Revolution, and it is starting to disrupt the business landscape in an even more dramatic way.

A Broad-Based Movement

The Responsibility Revolution is a broad-based movement of people and companies taking a disruptive approach to making a difference — contributing to our

quality of life, locally and globally, for current and future generations. Making a living and making a profit are not enough for these people. Armed with wealth, knowledge and talent, they are using their money and time as levers to pressure companies to change their ways. They believe business possesses the money, technology, people and power to fix the problems of today's world.

A great many changes have rattled our social atmosphere. At the same time as we've been bestowed information-based empowerment, we've also been robbed of our ability to guarantee a safe future for our children. Anyone born in the tornado alley that is West Texas understands what happens during an onslaught of diverse changes in the atmosphere. You get a storm. The more dramatic the collision of elements, the worse the storm — like the 1970 Lubbock tornado that leveled everything in its path.

Think of the positive changes mentioned as a warm air flow of opportunity that has swept through our psyche and lifted our spirits. Imagine the disturbing changes as a cold air of dread that has depressed our souls. The convergence of these two extremes has created an environment similar to what happens when high- and low-pressure fronts collide in the sky. The rapid changes in the atmosphere of daily life are brewing a major social storm. ●

Phase Two: The Rise of a New Value System

Millions of adult Americans possess a new set of priorities in their personal and professional lives. They want their lives to make a difference to the world.

How have the recent experiences in Phase One influenced our values?

Change One: The Information Boom. An abundance of information empowers people to become highly selective about companies with whom they choose to do business. ThemGeners routinely use the latest online tools to screen for social responsibility and find alternatives.

Change Two: A Threat to Security and Safety. Most people who have suffered through traumatic experiences emerge with a new perspective on life, as well as new priorities.

Change Three: Scandals. The number of corporate flameouts between 2000 and 2003 was unprecedented. Tens of thousands of families lost their pensions or investments when Enron collapsed, and the entire economy felt the ripple effect in the resulting 2002 stock market swoon.

The mortgage/Wall Street meltdown of 2008 reinforces this feeling, and stokes mistrust of companies. This leads to more scrutiny of them by talent and customers alike.

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Change Four: The Environmental Crisis. Many have made the environment a top priority. But none has embraced it more than today's youth, raised on recycling and save-the-planet campaigns, and now poised to spring into action.

Changing Rules

When values change, so do the rules we apply to everyday situations. They form the criteria by which we allocate resources, and we apply these beliefs to all facets of our lives. The three key areas in which we decide how to allocate our personal resources are how we buy, where we work and where we invest. ●

Phase Three: The Arrival of the Innovators

The rise in social values goes beyond changing how people buy, take jobs or invest. It invades the very core of how people do business.

ThemGeners come in all ages and from all walks of life. Many of them work inside the system, where they adapt their existing companies to serve these new values, while others start new companies based on social missions rather than financial ones.

These people are reinventing how business is conducted. Sometimes they're serving markets that were previously underserved; at other times, they are setting out to create and fuel them.

Pioneers and Fast Followers

In the Responsibility Revolution, the first wave of innovators are the pioneers — those people who arrived on the scene filled with ideas and energy before others even knew there was a scene.

As the market for socially valuable business grows, pioneers are followed by another set of businesspeople: the fast followers.

Fast followers are innovators who, based on intelligence brought back from the front lines of their businesses, sense a values shift that will soon disrupt their current business model. They recognize the emergence of the new value proposition and act swiftly to place their companies ahead of the curve. Armed with a new business plan, they march into the future before the future marches into their backyard.

The difference between the pioneers and the fast followers goes beyond who comes first. It is also a matter of motivation. Both are driven by values, but the fast followers are driven by dollars as well. Pioneers want to change the world; fast followers want to win the game.

Fast followers help to legitimize the pioneers who preceded them. Highly successful fast followers include Starbucks (fair-trade coffee), Toyota (hybrid cars), Citigroup Inc. (community development) and British Petroleum (renewable energy). Today, fast followers can be found within almost all major industries.

Today's Fast Followers

Today's fast followers have acted to move the Responsibility Revolution to the threshold of the disruptive phase. Together with the pioneers, they've introduced a new value proposition: Contribute to the greater good with your money or your talent.

Once the growing flock of ThemGeners gets a taste of purpose with a paycheck, there's no going back. They'll expect it everywhere, in every industry, throughout all walks of life.

When the market becomes infected with a new value proposition, the innovation phase is complete. ●

Phase Four: Disruption

Unless a company is an innovator for good, business conditions will get ugly. This is due mostly to the following three emerging market conditions that will create disruptive clashes over scarce business resources:

1. The End of the Casual Customer. Mindful customers are the enemy of the thoughtless business. They don't buy based only on price or quality. They ask too many questions about the product: how it was made, where it comes from, who helped make it. And they tell their friends where and what to buy — and those friends listen. With each passing year, Americans' purchasing values are being reshaped by the context of modern life.

2. The End of the Deep Talent Pool. The signs of talent shortages are already visible. According to the National Science Foundation, industry demand in the pharmaceuticals business for scientists now outstrips supply by a margin of three to one; the technology industry faces the same crisis because of a shortage of highly skilled engineers.

The war for talent will not be won with money. ThemGeners are willing to take a pay cut to work for a company they'd be proud to post as their employer on their Facebook or LinkedIn profile page. Increasingly, the battle for talent comes down to reputation rather than compensation.

3. The End of the Nearsighted Investor. At some point in the next 10 years, a critical mass of farsighted investors will put the squeeze on just-for-profit companies and redistribute the juice to top corporate citizens. This paradigm shift will be the result of two disruptive trends: social investing going mainstream, and mainstream investing going social. ●

How the Body Shop Lost Its Focus

In order to make its numbers and expand its product line to meet the stock market's expectations, personal-care products retailer The Body Shop made the leap from private to public; in doing so, the company licensed technology from companies that conducted animal testing — in direct violation of the company's original mission. Exposed by the media, The Body Shop saw its stock swoon and its sales drop. To this day, the brand has not recovered its stature.

Phase Five: The New Order

The establishment of the New Order takes place when the new value becomes a source of competitive advantage for all. Social responsibility will be the new king. Companies that contribute more than they deduct from people, community and planet will make more money and will be more attractive as business partners.

As the Responsibility Revolution unfolds, five rules of the New Order will become clear:

1. The longer it takes to join the Responsibility Revolution, the more expensive it will be to realign in order to catch up with the innovators.

It won't be sufficient for a company simply to announce its changes; the company will have to convince everyone that its intentions are sincere, and this effort will require major efforts in marketing and public relations.

2. Integration is as important as innovation in the long term. Companies that fail to integrate fully will have gaping holes in their business model compared with those that allow the new mission to guide all their operations.

3. Progress must be measured and reported. These metrics will measure a company's diverse social values, including employee quality of life, ethics in the supply chain, and its impacts on host communities and on the larger natural environment.

4. Companies must provide rewards for adding social value. The most effective way to get everyone on board is to reward as many employees as necessary for helping the company meet the newly established metrics. Rewards can take the form of compensation bonuses, promotions or some creative form of recognition.

5. Companies must stay focused on the new value. Many innovator companies paving the way for a revolution eventually fall victim to it because they don't stick to their original commitments. ●

PART TWO: THE SAVER SOLDIER

The Six Laws of the Saver Soldier

A saver soldier is a highly motivated individual who leverages work as a platform to help save the world.

Your personal transformation from businessperson to saver soldier begins with your perspective.

An unenlightened outlook can impede your ability to make the right decisions, while an enlightened one will impart wisdom in situations where the average person wouldn't know what to do.

Here are the six laws of the saver soldier:

1. The Law of the Ledger. Your company's financial success is always paramount — excellent fiscal acumen is fundamental to good business. Companies in economic crisis can't worry about the environment, the future or their employees. Bad numbers create bad business. If your company isn't making money, it can't be expected to help anyone.

2. The Law of Interdependence. This law states that, for the most part, the strength of a business depends on the strength of the greater community. Interdependence in a business context implies that a company is part of a greater ecosystem — comprising myriad stakeholders, other companies, communities, governments and the natural environment. In such a system, a small ripple can create dramatic waves.

3. The Law of Abundance. The Law of Abundance essentially states that there is always enough to go around. There are enough customers, enough talented people, enough recognition, enough of whatever is needed. People who possess an abundance mentality can find contentment where others find envy.

4. The Law of Reciprocity. The Law of Reciprocity states that people will give back when they've been given to. For the most part, every time you do the right thing for your customers, employees, partners and/or greater community, these people will find a way to repay you, through loyalty, by giving thoughtful feedback to improve your business, by telling their friends to buy from you or to work at your company.

5. The Law of the Long View. The Law of the Long View states that while making any decision, you must consider its long-term implications. Long-view thinking considers various consequences in response to an act over time. One way to implement long-view thinking is to look into the future and consider chain reactions to business activity.

6. The Law of the Last Mile. If you don't finish what you start, you might as well not start at all. The

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only way to add true social value is to finish the difficult last mile. In business, the term “last mile” describes the final few action items required to convert an idea into a reality. When launching a new product, for example, the last mile is getting it into the hands of the customer.

By focusing on the last mile, you will dramatically increase your chances of making a difference, now and into the future. The last mile may not be easy to finish, but it is the one that counts most. ●

PART THREE: THE PRACTICE OF BEING GOOD

Assess

It's time to move from thinking to doing. Saver soldiers are people of action. When presented opportunities to add social value, savers seize them.

To start on the journey of becoming an effective saver, first assess your company's current place on the responsibility continuum and place it within the context of the Responsibility Revolution.

Go online. Google your company. Don't just search for the company name — add a series of keywords and phrases, such as *lawsuit, social responsibility, safety, fair trade, awards, protest, injustice, sustainability and liability*.

Next, go to Hoovers.com, a popular business research Web site that provides analysis for investors, and search for reports on your company. If your company is public, you can also try Yahoo! Finance, TheStreet.com or MSN Money, where you will find news items and SEC filings, as well as a bulletin board. If you notice consistent patterns of complaints, from mistreating workers to polluting a water system, take note and do more research.

Keep an Open Mind

Read what detractors say with an open mind. Some of these groups' claims may be baseless; what you are looking for are widely held beliefs about your company that signal a problem worthy of further consideration.

Now it's time to look at some of the good news about your company: its accomplishments, awards, philanthropy, outreach programs or other signs of a positive reputation, such as being ranked by *Business Ethics* or *CRO* magazine as a top corporate citizen.

Look at your company's Web site; examine its corporate social-responsibility section. Almost all Fortune 1000 companies aggregate the company's positive contributions here.

Create a Total Social Assessment

With your research in hand, it's time to create a total

social assessment of your company. Your assessment will help you better understand what you can do as a saver. For example, if your assessment suggests your company is creating long-term environmental damage, you will want to be a change agent to help green up operations.

If your assessment shows that you're working at a company that is a pioneer or innovator, perhaps your role should be that of a booster, supporting existing efforts and initiatives.

However, remember that even the best-run and best-intentioned companies can lose their way as a result of changes in ownership or leadership, market conditions and/or employee participation. The general public will be unforgiving to companies that go back on their word as good corporate citizens.

To ensure that your company stays on track, participate in corporate programs aimed at developing people, community and the planet. ●

Act: Save Your People

Every one of us can jump into the revolution right now by bettering our company's social performance. There are dozens of opportunities to help save the world at work. The following lists are only a starting point for social innovation.

People

These five suggestions apply to anyone, regardless of title or role:

1. Join a Corporate Mentorship Program.

Corporate mentorship programs help employees become more successful at the company and lay the foundation for flourishing careers.

2. Mentor a Co-worker or Employee. If your company doesn't have a mentorship program, think about creating one yourself.

3. Integrate a New Person Into the Company. Savers help the newbies create necessary and valuable connections.

4. Help Co-workers in Need. One of the best ways to connect your company to its people is to make their problems your problems. Sometimes people just need to be able to talk to someone else. Simply by listening, you can ease that suffering.

5. Give Ample Recognition. When people don't receive acknowledgment for their efforts, their sense of self-worth is diminished. Professional recognition acknowledges an employee's contribution to the company's success.

Partners

Few businesses can manage successfully without business partners. Partners help a company do everything your company can't do alone. Partners must be given the same respect that a company extends to its employees. ●

Act: Save Your Communities

Community-relations development is the process of forging a bond between your company and the community in which it does business. Your company is either a nutrient, a filler or a toxin to its communities.

Community relations count for a significant portion of a company's social status. The Golin-Harris survey ranks being "active and involved in communities where it does business" as a primary driver in a company's standing as a good corporate citizen.

Be an Employer of Choice

A Work Foundation survey noted that one out of three ThemGeners said they were planning to find a new job because their employer's community contributions were sub par.

You can help your company serve the communities in which it does business. Almost all businesses have community outreach programs that encourage employee participation. For those involved in these projects, your contributions will be evaluated by the strength of your efforts and ideas rather than your role or rank.

Get Involved

Here are five ways to help your communities:

1. Join an Existing Community Program. Find a program that excites you. Does it match your personal values? Look for something that can intelligently incorporate your skills. Search out opportunities that leverage your education or experience as well as your network.

2. Create a Virtuous Circle in Your Community. If you can't find a program that suits your and your company's needs, consider creating your own.

3. Sponsor Community Organizations. Whether you work at a large or a small company, explore possible local sponsorship opportunities.

4. Respond to Community Crisis. When a crisis comes to your town, don't wait for somebody else to spring into action.

5. Offer Your Company as a Meeting Place. Your board rooms, lunchrooms and meeting spaces can provide great opportunities for community organizations to get together, while enhancing your company's reputation as a community partner. ●

Act: Save Your Planet

Much of your company's greenhouse-gas-emission footprint results from the personal behavior of its employees. According to Michael Totten, senior director of climate at the Center for Environmental Leadership in

Timberland's Saver Soldiers

In December 2006, footwear maker Timberland held its wholesale account reps sales rally in New Orleans, 15 months after Hurricane Katrina. Timberland typically injects local community service into its agendas so as part of this conference, 200 sales reps lent a hand in the restoration of a popular restaurant in the historic Central City district. But it was in their visit to the hardest-hit Ninth Ward at a makeshift community gathering spot where a volunteer community organizer pointed to a chalkboard that listed shoes at the top of the Please Drop Off list that the Timberlanders really connected with the Responsibility Revolution. Following the lead of one employee who immediately bent down, unlaced his boots and handed them to the volunteer, all 200 sales reps donated their shoes or boots to the Ninth Ward that day. Over the next months, other Timberland employees and others they connected with became involved in the struggle to rebuild New Orleans, a chain reaction for good. Which sales rep started the chain? "It doesn't matter who did it," the sales rep told the event planner. "It just matters that it was done."

Business, "Three numbers will dominate most organizations' footprint: energy used in the building, employee travel, and paper consumption."

Save Paper

The following five pieces of advice can help you save paper:

1. Use Recycled Paper. A 2002 study by the Alliance for Environmental Innovation determined that using recycled paper stock will enable you to eliminate wood use and reduce net greenhouse-gas emissions by 50 percent and wastewater by 33 percent.

2. Think Before You Print. We should think first and only then print — maybe.

3. Print on Both Sides of the Page. Set printing to duplex mode, or printing on both sides of the page. In 2006, office workers for the City of Seattle reduced their paper printing by more than 21 percent using duplex-mode copying and printing.

4. Recycle. When paper has run its course, has been printed on both sides, and is no longer useful, it should be properly recycled. Otherwise, it ends up in a garbage dump where it will decompose, releasing methane, a greenhouse gas 20 times more damaging to the environment than carbon dioxide.

5. Reduce Others' Paper Footprint. Redesign documents to print on fewer pages.

Reduce Your Personal Work Footprint

The next five points speak to your nonpaper-related

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personal work footprint and will help you and your company become more environmentally, financially and socially efficient:

6. Become an Energy Saver. Turn off all the lights when you leave for the day. Turn off computers, copiers and printers in your cubicle and, if appropriate, your office.

7. Reduce Transportation Emissions. The next time you're taking a meeting out of the office, ask yourself — do you really need to go?

8. Reduce Waste. Simple daily acts such as having a drink of water or grabbing a quick lunch can create a tremendous amount of waste.

9. Buy Offsets Whenever Possible. Some companies allow employees to buy renewable-energy credits that offset their business air travel or total work-related carbon footprint.

10. Choose Virtual Over Physical. Do you use an electronic voice-mail system or a personal answering machine? The voice mail offered by almost every phone-services provider is a much greener option. ●

Influence

When you take on the challenge of influencing others, you are stepping up as a leader during a time of change. Here are some tips on how to help lead others:

1. Evangelize. In the context of business, evangelism signifies your personal campaign to bring about change. It arises from your deep passion to make a difference, combined with a strategic understanding of the area in which you want to see that change. Whether you're pitching a facilities manager on green buildings or a marketing director on community services, you must know how to transform minds and behavior.

Teach, don't preach; follow up relentlessly; and welcome your skeptics into the fold when they eventually convert.

2. Unleash the Power of Many. Another way to influence others is to organize diverse groups of like-minded people inside your company. Such groups not only show senior management that there is a collective will for change, but also can penetrate corporate boundaries and spread ideas, regardless of how sprawling and massive the company might be.

A variety of different approaches exist to create and manage groups. The two most effective are to build a movement and to create a network.

3. Mentor Your Leaders. No matter how persuasive you can be, how committed you are, or how many peers you sign up, there are going to be times when real change will require your leaders to become as involved as you are. ●

Good Gravy: The Power of Being a Saver Soldier

In the long run, social responsibility can be achieved at no cost to people or companies. Good, smart companies succeed. If you always connect your business to your social innovations, and you follow the six laws of the saver soldier, you cannot hurt your company by helping it do good.

Early Adopters Flourished

Strategic social responsibility is excellent for business, which is why Patagonia, SAS Institute, Aveda, Whole Foods and many other early adopters flourished even before the revolution was under way.

Doing good may actually be the very best way to succeed. A 2000 study from research company Towers Perrin examined the financial returns of 25 companies that excelled in taking care of their stakeholders. In the 15 years from 1984 to 1999, these companies outperformed the S&P 500 index by more than 126 percent.

If you help your company make a positive difference in the world, you'll feel your work has meaning, and you'll take pride in knowing that you're contributing to something larger than yourself. ●

If Not You, Then Who?

If you don't show up for the Responsibility Revolution at work, who will?

Revolution is in the air. ThemGeners are organizing against just-for-profit business and they are willing to sacrifice to change it. Even if your CEO is already aware of this news, and he or she likely is, no CEO can do the heavy lifting alone. So if you don't show up, you and your company may wind up on the wrong side of the revolution.

If not now, then when? The Responsibility Revolution is already under way. The longer you wait to join it, the more likely you and your company will struggle to play catch-up or miss out on opportunities to gain an unshakable edge over your laggard competitors. ●

RECOMMENDED READING LIST

If you liked *Saving the World at Work*, you'll also like:

- 1. *Get There Early* by Bob Johansen.** Leaders are responsible for understanding how the decisions they made yesterday will affect their organizations five years from now.
- 2. *Generating Buy-In* by Mark S. Walton.** Leaders need buy-in from their people. Learn how to speak the language of leadership.
- 3. *The Necessary Revolution* by Peter Senge, Bryan Smith, Nina Kruschwitz, Joe Laur and Sara Schley.** The authors focus on sustainability and the challenge for businesses to invest in new solutions to environmental problems and innovative strategies to generate profit while creating a better world.