



## The Responsible Entrepreneur

### Four Game-Changing Archetypes for Founders, Leaders and Impact Investors

#### THE SUMMARY IN BRIEF

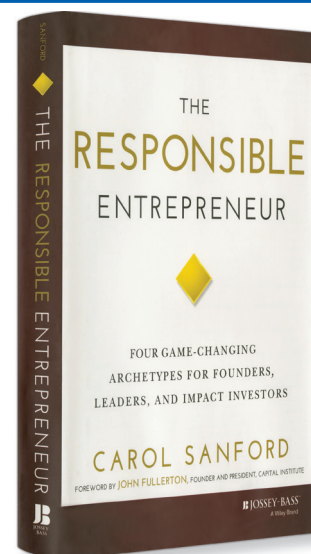
Responsible entrepreneurs are a special breed, seeking to transform industries and even society itself. They challenge and refine cultural assumptions, laws, regulations and even the processes of governance. This requires them to do and think far beyond what is usually required of business leaders.

*The Responsible Entrepreneur* offers a blueprint for this new kind of leadership, describing the means by which any entrepreneur can pursue a higher order of work. In it, Carol Sanford, an expert in responsible business development, brings her vast experience in helping executives and corporations to the entrepreneur looking to launch and scale a venture. She maps the journey through four archetypes: The Realization Entrepreneur: Industry Game Changer; The Reconnection Entrepreneur: Society Game Changer; The Reciprocity Entrepreneur: Culture Game Changer; and The Regenerative Entrepreneur: Governance Game Changer.

By understanding the archetype most aligned with their goals, entrepreneurs will learn how to grow their businesses into powerful platforms that can leverage change, and even change the foundations that create our most pressing problems and issues.

#### IN THIS SUMMARY, YOU WILL LEARN:

- The primary characteristics of the new entrepreneur.
- How some extraordinary people have changed the game for the better.
- How modern archetypes are altering the future.
- Why new measures of accomplishment are based on the success of the whole.



by Carol Sanford

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# THE COMPLETE SUMMARY: THE RESPONSIBLE ENTREPRENEUR

by Carol Sanford

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## Introduction

Responsible entrepreneurs are a special breed. They start out with the idea of changing the game of business itself, to make business a force for making the world a better place. They have the courage to take on what they don't yet know how to do and the dedication to build the capability to do it. These entrepreneurs are driven by the realization that society and the planet need something big from them and that, if they don't rise to the challenge, the work may not get done.

Entrepreneurialism is about personal agency and the development of will. Human will is a powerful and necessary social force if we are to successfully undertake major change on a global scale.

The next generation of entrepreneurs is at this very moment inventing new products, industries, sources of capital and models of enterprise. In the process they are creating the necessary proving ground, as well as the competence and confidence, for the emergence of the responsible entrepreneur as a business paradigm for the 21st century.

Entrepreneurs can be found in all walks of life. Some work for themselves, others work in large organizations, but all of them share certain characteristics:

- They care about the whole of something and enjoy developing the acumen needed to work on all parts of a business. Even with regard to those aspects that don't thrill them, they are tenacious about doing what it takes to get something launched.
- They maintain their own motivation, getting stimulus, training and information when they need it. They work hard to manage their own state and hold a positive attitude.

- They are willing to take on big challenges that stretch them beyond what they currently know how to do and to ride the roller coaster of needing to continually rise to the occasion.

Responsible entrepreneurs can have a profound effect if they can create the right platform. This requires that they have successful businesses, which provide them with a reliable stream of resources and the credibility that comes from managing large challenges. In addition, they must recognize that innovation can serve the double purpose of securing the success of a business while simultaneously transforming the world. ●

## CHANGING THE WORLD REQUIRES GAME-CHANGING ROLES

### Modern Archetypes Are Altering the Future

Many entrepreneurs who set out to apply their energies to making a difference find themselves sucked into a vortex of rules that were defined by others. They can't completely escape. That's when they discover that if you want to operate from a place of creative freedom, you have to take on defining the game itself, changing the rules for everyone. Responsible entrepreneurs tend to focus their game-changing aspirations in one of four distinct domains:

1. *Industries*, where the work is to disrupt and replace automatic patterns with ones that are more life affirming.
2. *Social systems*, where the work is to move upstream to the causes of social problems and address them at their source.



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3. *Cultural paradigms*, where the work is to make the belief systems that unconsciously govern human experience more holistic and embracing.

4. *Foundational agreements*, where the work is to renew and vitalize the deeper intention behind the governing documents, such as a corporate charter or the U.S. Constitution, that explicitly lay out the social contract by which a community or nation defines itself.

### Four Timeless Leadership Archetypes Evident Everywhere Today

These four domains correspond very closely to a hierarchy of archetypal leadership roles that have been observed again and again in traditional cultures around the world.

Anthropologists and native peoples name them Warrior, Clown, Hunter and Headman. These archetypes have long provided a structured and powerful way to evoke the leadership most needed by traditional (and modern!) communities at any given time.

**Warrior.** The Warrior protects the values of a community, constantly calling people to remember what gives their lives meaning. In the world of business, this work takes place within the domain of industry.

**Clown.** The Clown pokes fun at collective self-centeredness and unconsciousness, opening space for humility and heartfelt appreciation of others. The Clown is therefore naturally called to work within the domain of social systems.

**Hunter.** The Hunter perpetuates life by strengthening the mutual exchange between the tribe and the natural world. In the modern world, the Hunter's domain is cultural paradigms.

**Headman.** The Headman (or Headwoman) awakens individuals to their potential and inspires them to work with others in order to contribute to something larger than themselves. The domain of the Headman is the reorientation of people to the deeper meaning of their foundational agreements.

The four archetypes are all necessary to the healthy functioning of society, and taken together they form a whole system. If any one of them is missing, society becomes vulnerable.

If the Warrior impulse is missing, conformity drives behaviors, and commoditization drives economies. If the Clown is missing, inequity and inequality become more severe. If the Hunter is missing, cultural cohesion breaks down. If the Headman impulse is missing, society and self-governance can't evolve.

Individuals who take on an archetypal role provide critically important leadership that enables societies to remain vibrant, healthy and dynamic. How you use these archetypes depends on a large number of variables about which you can exercise a great deal of conscious choice. ●

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## Four Game-Changing Entrepreneurial Roles

Each of the four domains within which responsible entrepreneurs operate requires one of the four archetypes of leadership, which translate into four unique entrepreneurial roles.

The archetype required to change an industry is the Warrior, and the corresponding entrepreneur is a *realization entrepreneur*.

The archetype required to change social systems is the Clown, which in the entrepreneurial world is a *reconnection entrepreneur*.

The archetype required to change cultural paradigms is the Hunter, or *reciprocity entrepreneur*.

The archetype required to change connection to foundational agreements is the Headman, or *regenerative entrepreneur*.

### The Four Roles Do Different Work

The realization entrepreneur is driven by the vision of an improved reality, which sources her creativity in pursuit of a better world.

The reconnection entrepreneur reveals the gaps in our cognition regarding the impact of existing social systems (such as the inequitable distribution of opportunity).

The reciprocity entrepreneur is concerned with the effects of business on all of the players in a system and is driven to ensure balance between what is taken and what is given.

Finally, the regenerative entrepreneur seeks to reveal and evolve the inherent potential of founding agreements that create the accepted structures within which society operates. The regenerative entrepreneur goes back to the foundational agreements that give birth to a society or organization, bringing new life and understanding to what those agreements mean and how they could become more deeply manifest.

Archetypal roles provide a roadmap for taking on bigger challenges, making bigger promises, and focusing the energy and resources needed to get bigger results. ●

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## BEING THE CHANGE REQUIRES A TRANSFORMATIVE FRAMEWORK

Each of the four kinds of responsible entrepreneur uses four dynamic processes called *pillars* because they hold up the platform from which a responsible entrepreneur pursues her calling. The underlying framework is the same for each role, although the specific content changes. As your own work evolves, you will be able to draw on the methods characteristic of each archetype, as appropriate. The four pillars form a system; they are related and dynamically interactive, and you can work on them in any sequence.

Because a responsible entrepreneur seeks to influence large-scale, complex systems, the work you do at each of these pillars will need to be deeper and more sophisticated than it would be were you simply trying to run a good business. Good business is simply the baseline from which to begin. What lies beyond the baseline is what makes the work of a responsible entrepreneur so exciting, rewarding and meaningful. ●

## Disrupting Industries

A *realization entrepreneur* transforms an industry by renewing its purpose and values. The Warrior archetype, in its highest expression, defends not only the safety of a community and the integrity of its boundaries but also the values and aspirations that it strives to live up to.

A realization entrepreneur cares deeply about the systemic evolution of an industry and has the courage not only to transform her industry but also to transform herself. The realization entrepreneur sets out to do something truly new, something that no one already knows how to do.

### Four Pillars of the Realization Entrepreneur

**Pillar 1: Perfecting an Industry.** The first thing that a realization entrepreneur transforms is her goals — from products that can compete in the market for a good return to products that align more perfectly the aspirations of customers and the success of all industry stakeholders. She works on *perfecting* the match between a product or service and its effect.

Perfecting offerings requires that entrepreneurs develop the capacity for envisioning products that enrich and empower their customers' lives. Customers respond when they experience a business's ability to anticipate what they hadn't yet realized they wanted.

**Pillar 2: Integrity Beyond Reproach.** A realization entrepreneur must also upgrade the sources from which business actions originate. If you want to change an industry, creativity alone won't be enough. You have to also base your actions on a commitment to *integrity* that is beyond reproach. The more transparent you can be and the more willing to grow yourself, the less likely you are to undermine the trust and respect that is needed to fulfill the role of industry transformer.

**Pillar 3: Principled Precision.** The work of the realization entrepreneur requires rigor and *precision*. They maintain this precision with managing principles. They provide direction and guidance for maintaining integrity while pursuing perfection. They also provide inspiration and renewed courage, offering a reminder of why the work is important and what its nature needs to be. Principles foster discernment as workers and citizens become increasingly precise in living them out. They are, after all, lifetime pursuits.

**Pillar 4: Full-Dress Inspection.** Full-dress inspection is about readiness to engage in a wider field of action. When a realization entrepreneur adopts a full-dress inspection, the intention is to get everyone to reflect on how well the company is prepared and whether it is able to be at the top of its game. In companies with a realization entrepreneur culture, it is considered a sign of maturity to stand steady in a full-dress inspection, extracting learning from criticism but also feeling honored to be part of instructing and inspiring others. We admire as great leaders those entrepreneurs who know how to walk this fine line, who remember that a dressing-down is about consciousness-raising and not about humiliation.

### Indigenous Designs: Changing the Fashion and Textile Manufacturing Industries

One day, rushing down a city sidewalk, Scott Leonard accidentally collided with a stranger walking home, his arms laden with bags of groceries. Apologizing profusely, he helped the man up and collected his things off the street. The man, Joe Flood, and Leonard quickly established a friendship. Flood, an Ecuadoran, was passionately interested in the plight of his people, and their friendship awakened in Leonard a strong interest in this topic. Together they developed the idea of a textile company that would improve the economic independence of Ecuadoran women living in small villages.

Leonard brought his friend Matt Reynolds up to speed on the Ecuadoran business. As a child, Reynolds had lived in Latin America, and he was very conscious of the ineq-

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unities that create poverty in the region. Within two days, Indigenous Designs took off, with Leonard and Reynolds providing guidance and energy and Flood providing connections to village knitters.

In years since, Indigenous Designs has grown into a major supplier of organic and fair trade fashion produced in developing countries in Latin America. Its focus is on helping village women build strong businesses and communities. At the same time, the company has taken on one of the most polluting industries in the world in order to make it more sustainable. It has pioneered the use of organic fair-trade textiles and has become an important supplier for Eileen Fisher, a premier American clothing designer.

Indigenous Designs is fundamentally driven to change how capitalism works so that its effects become systemically beneficial, and to pursue this aim by becoming excellent realization entrepreneurs.

Leonard and Reynolds's original insight was that "you can *perfect* the entire process of creating textiles, from sourcing the seeds to recycling the wastes, by thinking holographically about what supports a consumer's mental and emotional health." For example, wearing clothing made from cotton that has been heavily treated with pesticides or other toxic chemicals can harm the health of the consumer and also cotton growers and ecosystems. This can make consumers feel as if their lifestyles are at odds with nature.

Indigenous Designs maintains a strong sense of *integrity* through a slow and very deliberate cultivation of relationships among key partners. Indigenous Designs' *principled precision* shows up in its premise that when capitalism is uncontaminated, it always produces equity. *Full-dress inspection* is precisely why Indigenous Designs opted to become a business rather than a nonprofit.

Leonard and Reynolds said, "To be this kind of entrepreneur, one who believes that you can change industries, you have to be a little crazy ... Our crazy pill was given to us by an indigenous elder, who told us that if we took one step at a time we would walk far. So we did." ●

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## Upending Social Systems

The role of the reconnection entrepreneur goes beyond products and services that are intended to address current social issues. A reconnection entrepreneur is less interested in symptoms than in underlying causes. So, for example, he doesn't just seek to help disadvantaged kids get an education; he seeks to change the social system so that it no

longer produces the disadvantage in the first place. A reconnection entrepreneur gets outside of the issue and asks himself how far upstream he needs to go to make change at the systemic level.

A reconnection entrepreneur understands that if the system isn't changed, future generations will continue to be trapped in the same ways. He connects the present with the future to make the future accessible and intelligible to us. This drives him to challenge and innovate with regard to those systems that prevent the development of people's full potential.

### Four Pillars of the Reconnection Entrepreneur

**Pillar 1: Evoking Conscience.** Conscience is the natural or inherent human capacity to feel compassion and caring for others. It allows us to feel what others are feeling. The reconnection entrepreneur must cultivate the virtue of relentless caring, because this is what will sustain him and give him the tenacity to work in this arena. Though others may judge him, he cannot judge them without losing his effectiveness as a change agent. Occupying the high ground requires caring for the evolution of values in society as a whole and caring for absolutely every member of society.

**Pillar 2: Relinquishing Attachment.** Attachment is the hidden enemy that undermines the development of human potential and the working of human systems. Learning to see and relinquish attachments requires disciplined practice. Catching yourself building an attachment, becoming aware of it before it takes hold, prevents it from running the show. When people work together, any time creativity starts to drop or walls start to rise, there's a good chance that attachments are the culprit. Pause and ask, "What assumptions are we making, and what expectations are we holding? Are they preventing us from moving forward?"

**Pillar 3: Evolving Potential.** A reconnection entrepreneur takes direction from his understanding of how the system he wants to affect works when it is healthy. For example, hunger continues to be a serious problem all over the world. Although stopgap efforts to feed the hungry will be important and necessary as long as hunger persists, the reconnection entrepreneur takes aim at the systems that keep the problem in place. To do this, he must design a business to transform the purposes and dynamics of the existing food generation and distribution system so that its overall potential can be evolved.

**Pillar 4: Destabilizing Thinking to Invite Reflections.** The reconnection entrepreneur seeks to destabilize people's unconscious thought patterns and break their

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attachments. The insight this produces creates the possibility for new understanding and conscience. Destabilization can be produced by humor or surprise. One successful method is to ask a question that seems to come out of left field and yet has been designed to get people to see what they've been working on in a new way. The idea is to invite discovery rather than project old ideas into the future.

### **Kipp Baratoff: Uniting the Strange Bedfellows of Commerce and Conscience**

Kipp Baratoff is the cofounder of Fishpeople, an Oregon company that enables consumers to access gourmet seafood entrees that have been sustainably harvested and made with high-quality, healthy ingredients. Fishpeople's goal is to create a new relationship — to *evoke conscience* — between human beings and the sea, one that is deeply appreciative, personal and mutually beneficial. The company pursues this goal by establishing exceptionally high standards and then working with suppliers to meet them.

Baratoff believes that economic development must start and end locally if it is to *evolve* any real *potential* and staying power.

Fishpeople has developed its culture around a set of values that explicitly endeavors to integrate commerce with conscience. These six values are priced right; convenient; high quality; sustains the oceans; healthy for consumers; and supports fishermen and farmers. They are deliberately introduced into conversations among employees and with suppliers, distributors and customers. According to Baratoff, all six of these values must be incorporated into any decision or action having to do with the work of the company and its place in the world.

Fishpeople recognizes that, if it is to evoke conscience at the organizational level, it has to function nonhierarchically, so that each individual can become wholly responsible for his or her own actions and the actions of the organization. This has required management to *relinquish* any *attachment* it might have had to dictating decisions or the allocation of resources.

Fishpeople organized all of the players from every part of the value-adding process to learn how they were connected and how they impacted everyone else in the stream of production. This has meant that Fishpeople's work can actually *evolve* new *potential* for all of the companies with which it does business.

*Destabilization* is core to Baratoff's strategy, and he uses it intentionally within Fishpeople. Anyone can make a "fish face," which cracks everyone up and reminds them to slow down to think something through more carefully or to

treat each other more gently. Destabilization gets extended into the world more generally through Fishpeople's practice of radical transparency.

One of the company's innovations has been to adapt the Quick Response Code (the square digital pattern that allows smart phones to access information about a product or company) to enable any consumer to find out, on any given package of fish, the GPS point where the fish was caught, the captain and the name of his boat, the plant where the fish was processed or packaged, all additional ingredients and where they were sourced, and test results from the specific fish for any chemical residues.

Radical transparency is helping Fishpeople influence the seafood market. It has enabled consumers to become more educated and discriminating buyers. It has put other seafood providers on notice. And it has powerfully engaged distributors, who want to be associated with brands that are recognized for their high integrity and authenticity. Fishpeople is raising the bar on what transparency means. ●

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## Shifting Paradigms and Beliefs

To remain resilient and viable, cultures need to evolve their paradigms and beliefs. The challenge is that there are so few people who can rise above the professional or community world views in which they are steeped to discover and appreciate new or alternative paradigms with culture-evolving potential. This is the work of the Hunter archetype and of the reciprocity entrepreneur.

The reciprocity entrepreneur illuminates the larger whole within which a business is embedded and seeks to integrate the multiple forces and elements that enable that whole to be mutually (reciprocally) nourishing. This includes knowing how to bring into a group whatever is outside of it that will support its health and continued evolution, even if what is needed is split off, alien and feared.

### **Four Pillars of the Reciprocity Entrepreneur**

**Pillar 1: Wholeness.** Wholeness is the overarching goal of the reciprocity entrepreneur. There are five characteristics of any living whole. A reciprocity entrepreneur can use these characteristics to evoke the experience of wholeness in herself, her product offerings and her interactions. 1) Wholes are *nested* within other wholes and are themselves nests for smaller wholes. 2) Every whole can be changed by intervening at a *node*. This means that it is possible to change a multiplicity of energy streams by fo-

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cused engagement, thereby changing it all. 3) Every whole has a unique *essence* that defines it and without which it would not be itself. 4) Wholes can be understood only by *imaging* them working, rather than by dissecting them into parts. 5) A whole always serves a *purpose* with regard to the health and evolution of systems that it is nested in.

**Pillar 2: Significance.** To get up above the distractions and pressures of daily operations and see what really matters, a reciprocity entrepreneur has to shift scope. She has to step up one or two levels of system beyond what she would ordinarily be expected to consider her territory or responsibility. In the world of the reciprocity entrepreneur, significance is defined from the perspective of stakeholders and what makes it possible for them to make contributions to larger wholes. Creating this image of interrelated stakeholders in the minds of the people internal to your business enables them to better comprehend systems and understand the meaning that their decisions will have for your stakeholders. They can then see how they are contributing to significant change in the larger world simply by showing up at work every day.

**Pillar 3: Destiny.** Destiny is defined as “the events that will necessarily happen to a particular person or thing in the future.” A reciprocity entrepreneur seeks to understand how a system, if it is to remain true to itself, will necessarily behave and what it will necessarily become.

**Pillar 4: Camaraderie.** A reciprocity entrepreneur works to build camaraderie as her primary instrument for creating change within a system. This is because so much of her work is about overcoming the fragmentation that arises from the ways we put people into boxes and then shun them for not being like us. Camaraderie enables a team to unite in the pursuit of ambitious change efforts. Within the work of a reciprocity entrepreneur, it needs to be intentionally cultivated, sustained and directed.

## Annalie Killian: Paradigm Change in Post-Apartheid South Africa

As a native South African, Annalie Killian knew that for her country to pursue its *destiny*, “Equity needed to become universal.” Billiton Aluminum, part of the global BHP Billiton Group, was in the middle of building the largest greenfield aluminum smelter in the world and had constructed a work camp for the 35,000 laborers needed on the project. Killian saw a major opportunity for the company to anticipate and prepare for the end of apartheid, and she convinced management to completely rethink how to use this camp and its facilities at the end of the project as an engine for community development.

The plan had been to tear down the camp and sell it for scrap once smelter construction was completed. Killian

proposed that it instead be repurposed as a community college campus and small business incubator. Her ambition was to help grow the economic, educational and self-governance skills of the black population so that it could flourish in the new South Africa, thereby ensuring a peaceful and prosperous transition for all.

For BHP Billiton’s black South African workers, *significance* came not only from becoming self-determining but also from contributing to the future viability of their communities. Supported by ongoing education, this direct control over their own destiny through their first community foundation finally gave people in Zululand a real voice in how their community was developed.

Killian has learned that *camaraderie* has to be grown through sustained effort and meaningful interaction within a shared commitment. She immediately saw that converting the BHP Billiton construction camp into a vibrant campus would enable diverse nonprofits, educational groups, business startups, foundations and government agencies to create the scale, duration, frequency and intensity of contact that would foster pulling together for a common vision that went far beyond tribal or racial divides. This has allowed the project to successfully outlive her own involvement and even the active participation of her company. ●

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## Revitalizing Founding Agreements

Headmen and Headwomen are interested in the core purpose of governance, which is to provide the structure, stability and opportunity to enable a people to express its true potential. Time and again, they direct their people’s attention to the deeper meanings behind the organizing principles of the institutions to which they belong in order to offer a new experience of what these institutions are really for and what they have the potential to be.

As a Headman, a regenerative entrepreneur revitalizes his community through images and stories that remind people of their lineage, their origin, and the times when they have all stood together. This helps people remember what really matters and who they really are.

## Four Pillars of the Regenerative Entrepreneur

**Pillar 1: Transformation.** Transformation is the overarching goal of a regenerative entrepreneur. Transformation literally means to enable something to go beyond its current form in a way that is irreversible. Once you bake a cake, you can’t unmix the ingredients. For the regenerative entrepreneur, this change of form is always intended to enable an entity to generate more value than it could in its prior form.

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**Pillar 2: Accomplishment.** For a regenerative entrepreneur, the real purpose of business is to enable the accomplishment of his downstream customers and other stakeholders. For example, rather than measuring his own yields or waste, he measures the increase in his customers' success with regard to yields or waste.

Accomplishment comes from making the difference others are counting on you to make. The focus is on helping everyone you interact with become better able to add their value. This is the value you bring to them.

**Pillar 3: Impossible Dream.** Regenerative entrepreneurs hold themselves to a standard based on the understanding that all entities affected by a business are evolving toward their own uniqueness. The challenge for them is to "Do what's right for all through doing what's right for each." This is very different from trying to do one thing that is right for everybody, and as an idea that is alien to most business decision making, it is a sort of impossible dream. But what started out as impossible can change the world.

**Pillar 4: Dialogue.** The regenerative entrepreneur works on change through skillful engagement rather than top-down directives or simplistic participatory processes. What distinguishes a regenerative level of work is developmental dialogue. Developmental dialogue starts from the premise that no one knows the answers to the most important questions. They must be discovered or revealed through the engagement itself. This promotes intellectual curiosity, self-awareness and, at its best, deep caring about the outcome. Genuine dialogue destabilizes our certainties and allows something new to enter our thinking.

## Rebuilding a War-Torn Nation

When Shainoor Khoja arrived in Kabul, Afghanistan, in the fall of 2003, she found a city devastated by war. She had come to start a business that could help rebuild a country — an *impossible dream* that she had pursued for years. Infrastructure for utilities, transportation and communications was virtually nonexistent, let alone services like health care and education. This made it impossible to create enough economic growth to generate the tax revenues needed to rebuild.

Khoja and her funders believed that it would be necessary to rebuild faith in the possibility of nationhood and self-governance. They were seeking a means to make this real for the Afghan people as a practical matter in their daily lives. They came to recognize that the reestablishment of self-governance would require building the kind of basic infrastructure that allows people to take charge of their lives in ways large and small. This is why they decided to focus initially on telecommunications, which

offered a kind of scaffolding from which other infrastructure could be developed.

AKFED, a private fund of the Aga Khan Foundation, provided the initial capital to establish Roshan Telecommunications and build an extensive network of cell towers. Since then, it has grown into the largest nonmilitary employer in Afghanistan. It sells phones and services to consumers, as well as infrastructure access to other providers.

Eventually, local residents could see that the phone services they were purchasing from local owners were generating a stream of revenue that was flowing back into the community in the form of social benefits. This awakening to the possibility of being able to shape one's own destiny was the *transformation* that the company wanted to bring into existence. Afghanistan still suffers the effects of prolonged war, but Roshan is providing an experience of a different kind of narrative *accomplishment*. Ordinary individuals can do something about conditions in their communities, and they can begin to trust and work with one another toward common purposes.

Roshan has also been exceptionally successful at gently initiating *dialogue* among previously antagonistic groups. The sports fields it has built are explicitly open for all, and Roshan has also established schools to serve both boys and girls wherever it has a business location.

## Conclusion — Time to Walk Your Talk

The key to getting started is finding or convening a community of people who, like you, are pushing themselves to affect a larger arena. By community, I mean people who come together intentionally to evolve their thinking in a disciplined and reflective way. When human beings come together to challenge and assist one another in living up to this kind of aspiration, there is no reason why they can't turn the world onto the healthier course that is so urgently needed. ●

### RECOMMENDED READING LIST

If you liked *The Responsible Entrepreneur*, you'll also like:

1. ***The Responsible Business* by Carol Sanford.** Sanford demonstrates how to make responsibility integral to all aspects of a business as an engine for innovation, profitability and purpose.
2. ***Disciplined Entrepreneurship* by Bill Aulet.** Aulet's step-by-step approach will allow intrepid entrepreneurs to quickly and efficiently iterate their way toward the best solutions.
3. ***The Pumpkin Plan* by Mike Michalowicz.** Inspired by an article about how to grow a giant pumpkin, Michalowicz modified the step-by-step approach to grow a business. Using it, he transformed his own business into a multimillion-dollar industry leader.