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**Publication Date: July 28, 2014**

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# THE RESPONSIBLE ENTREPRENEUR

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

**CAROL SANFORD**

**2014 International Book Award Winner: Entrepreneur and Small Business Category**

**Soundview Executive Book Summaries “30 Best Business Books” pick**

**2011- 2014 Top 100 Thought Leader in Trustworthy Business Behavior by the Trust Alliance**

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“Through Seventh Generation’s work with Carol Sanford we learned the value of systems thinking and how these frameworks made us a more effective business and me a better values-based leader. Carol’s approach also makes it possible for people in our company to be more conscious and work from a commitment to a higher set of values.”

– **Jeffrey Hollender**, Founder of Sustain, Cofounder of Seventh Generation

“This is a book for people who create enterprises that create great good work in the world. They are members of an elite corps of people that is emerging everywhere, but so far under recognized and under rewarded, even though some of its members are stars. Carol Sanford, an extremely experienced member of that movement, has written a book that puts its leading figures (Steve Jobs, Oprah Winfrey, Richard Branson, Tesla founder Elon Musk, Seventh Generation founder Jeffrey Hollender, and more) in context, and helps you realize: You’re in it with them.”

– **Art Kleiner**, Editor-in-Chief, strategy+business

“...Sanford provides a visionary yet quite practical path for how four iconic kinds of responsible entrepreneurs can be the creators of opportunity...Her explicit call for transformation framework for our work inspires me to play a role in this much-needed change. Perhaps you, too, will be moved to participate and make your life’s work more meaningful.”

– **Kare Anderson**, Forbes columnist; Author, *Moving From Me to We*; Emmy Winner

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The idea of wanting to build a really great business while making the world a better place has exploded over the past decade. These “social entrepreneurs” apply the tools of traditional entrepreneurialism to specific issues they feel driven to address, via products and services that will “do good.”

This is important work. However, **Carol Sanford** – one of the most trusted names in business development – argues that doing good simply isn’t good enough. To truly succeed with the great challenges our society and planet face, we need a new breed of entrepreneur who will think bigger than specific issue-based products and services, and seek to overhaul the very systems that created the problems in the first place. In her new book, **THE RESPONSIBLE ENTREPRENEUR: Four Game-Changing Archetypes for Founders, Leaders and Impact Investors** (Jossey-Bass; hardcover; July 28, 2014), Sanford draws on four decades of work with companies like Google, Seventh Generation, DuPont and Intel to present a new model of entrepreneurship – one which will teach those who want to run a great business and make a difference as well to rethink their approach and change the game entirely.

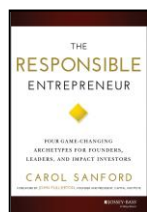
Responsible Entrepreneurs, individuals who want to use business itself as an instrument for significant change, seek the bold, sweeping moves that can benefit society nations, ecosystems and the planet as a whole. They think systemically about their value-adding processes, make their work increasingly beneficial to society beyond philanthropy, and do this as a direct result of their business activities.

In **THE RESPONSIBLE ENTREPRENEUR**, Sanford first compels these individuals to explore the roots of their ambitions, outlining four archetypes to use as a roadmap:

- **The Realizing Entrepreneur:** Industry Game-Changer; driven by the vision of an improved reality.
- **The Reconnection Entrepreneur:** Society Game-Changer; awakens conscience to the impact of existing social systems.
- **The Reciprocity Entrepreneur:** Culture Game-Changer; concerned with the potential of business to change pre-existing cultural beliefs that prevent inclusion of all members of a society
- **The Regenerative Entrepreneur:** Governance Game-Changer; uses foundational agreements (like the Constitution) that society already operates within to deliver change.

By understanding the archetype most aligned with their goals, individuals will learn how to grow their business into a powerful platform that can leverage change, and even change the systems at the root of our most pressing problems and issues. To illustrate these principles in action, the book features case studies based on long-term work and in-depth interviews with organizations like Google Innovation Labs, Indigenous Designs (the primary supplier for Eileen Fisher), Fishpeople (who supply Costco and Google with gourmet seafood entrees), and many more.

For entrepreneurs who want to change world, or impact investors looking to align their capital with their values, **THE RESPONSIBLE ENTREPRENEUR** provides a framework for building a business that will create the greatest benefit for all stakeholders.



**THE RESPONSIBLE ENTREPRENEUR: Four Game-Changing Archetypes for Founders, Leaders and Impact Investors**

**By Carol Sanford**

Wiley/Jossey-Bass; Publication Date: July 28, 2014

Hardcover ISBN: 9781118910757; Pages: 224; Price: \$28.00

## About CAROL SANFORD

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(photo credit goes to Kristen Img)

**Carol Sanford** has been leading major consulting change efforts in both Fortune 500 and new-economy businesses for more than 35 years. Her client list includes Colgate, DuPont, Intel, Agilent and leaders of corporate responsibility such as Seventh Generation. Her work is also used in a Google Innovation Lab.

Carol has published work in 10 different languages, including a series of articles in *Executive Excellence* and Stephen Covey's newsletter and *At Work*. She holds undergraduate degrees from UC Berkeley in Economics and Public Law and a graduate degree from California State University, San Jose in Urban Planning.

She currently lives in Seattle.

Sanford can be found online at [www.carolsanford.com](http://www.carolsanford.com)

Twitter: <https://twitter.com/carolsanford>

Facebook: <https://www.facebook.com/carol.sanford2?fref=ts>

## Carol Sanford's TENETS OF WORKING CONSCIOUSLY

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**Tenet #1:** Working consciously means not making trade-offs between stakeholders since you understand the systems relationships and how to work **WITH** them as a system, not setting them **AGAINST** one another.

**Tenet #2:** Working consciously links financial effectiveness (earnings, margins and cash flow) to daily work of each organizational member, each performance plan, personal and business, and links every action to the effect on customers and markets, no matter what one's position in the organization.

**Tenet #3:** Working consciously is fundamental to innovation, growth and improvement, enabling the linking of thinking and action to effects and effectiveness.

**Tenet #4:** Working consciously ensures understanding of the effect of particular work practices on the overall health and viability of the business through time. It also ensures avoiding practices that are toxic to consciousness, a key leadership responsibility.

**Tenet #5:** Working consciously is the foundational cause of good people management, good financials performance, good market position, customer loyalty, and is found in the most admired and revered companies-even when they do not understand that consciousness is underlying their success.

**Tenet #6:** Working consciously can be undermined or eroded, most often by blindly copying business practices or adopting a poorly considered philosophy of management; Consciousness is critical in Strategic, Operational or Leadership methods and consideration of the systemic effects of these methods and practices.

## Praise for *THE RESPONSIBLE ENTREPRENEUR*

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“When I founded Joie De Vivre, I wanted to change an industry. You do that by connecting to the lives of people who buy from you. As Carol says in *The Responsible Entrepreneur*, start with something big enough to change the industry that transforms people’s lives. Her stories and guidance make responsibility come alive.”

– **Chip Conley**, Author of NYT Best-Sellers *Emotional Equations* and *Peak*; Head of Global Hospitality at Airbnb; Founder of Joie de Vivre Hospitality

“If our society is to not only to survive but to flourish we will need a generation of entrepreneurs who are both fully aware of the fragility, complexity and interconnectedness of the world and committed to building outstandingly successful businesses. In this passionate and inspiring book Carol presents the stories of a wide range of entrepreneurs who are mastering this tension, and presents an actionable road map for everyone who is determined to follow in their footsteps.”

– **Rebecca Henderson**, John & Natty McArthur University Professor, Harvard University; Co-Chair, Business & Environment Initiative, Harvard Business School

“*The Responsible Entrepreneur* is an inspiring book that tells us how to be the kind of entrepreneur that the world needs today. Sanford tells vivid, compelling stories of what it means to be a successful businessperson and at the same time fundamentally change the world for the better. If every entrepreneur, aspiring entrepreneur, and entrepreneurship educator read this book, the world couldn’t help but be a better place!”

– **Pamela Hinds**, Associate Professor Stanford University, Department of Management Science and Engineering

“Carol Sanford introduced us to Regenerative Business Design three decades ago – building a business based on living systems thinking that gives us systemic health. Now she tells entrepreneurs how to be big game changers in the world of Responsible Entrepreneurship with disruptive transformation of industries that all businesses can achieve – making the world a better place in the process.”

– **Hunter Lovins**, President, Natural Capitalism Solutions; Professor, Sustainable Management at Bainbridge Graduate Institute and Bard MBA

“As Carol states, ‘Responsible Entrepreneurs are a special breed.’ I would add that we are also a rare, but growing breed. The difficult challenge is staying true to our values and having the tenacity to ‘stick with it.’ Thank you Carol Sanford! Your book provides me with a great roadmap to continue moving forward with others who share our passion and vision.”

– **Barbara Kimmel**, Executive Director, Trust Across America, Trust Around the World

“Sanford’s totally original, powerful framework will push entrepreneurs to ask questions that matter – and, in turn, inspire them to unleash their full potential.”

– **P.J. Simmons**, Co-founder and Chair, Corporate Eco Forum

“*The Responsible Entrepreneur* is one of those books that shift the conversation. Carol Sanford provides entrepreneurs with a clearly articulated, eminently applicable framework for thought and action that will help them create businesses that – in the words of Steve Jobs – ‘put a dent in the universe.’ If you want to build a business that will make the world a better place, this should be your guidebook.”

– **Erika Anderson**, Founder/Partner Proteus; Author

## **An interview with Carol Sanford, author of *THE RESPONSIBLE ENTREPRENEUR***

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**Q: You have spent over four decades working in very large multinational corporations and small entrepreneurial enterprises to ultimately develop what you call *responsible business development*. How is this different from *corporate social responsibility*?**

**A:** Corporate social responsibility is mostly done through programs that operate from the inside of a company or corporation. These departments work on fragmented programs that seek to do *less* harm (less waste, less carbon, smaller footprint, etc.). It is not core to how the business works but more of a sideline. On the other side, responsible business development permeates the entire organization – from beginning to end and top to bottom. It is the philosophy and methodology for change on a pervasive and systematic scale *using* a business. It is in the principles of the business and is core to decision making and operations – considering the effect of one’s actions on everyone and everything to make it beneficial to all.

**Q: What makes a Responsible Entrepreneur different from a Social Entrepreneur?**

**A:** A Social Entrepreneur starts from an existing issue and works to make it less of a problem. They seek to ameliorate pain and suffering but do not imprint themselves in situations – therefore, rarely making a unique effort or involvement. They often work much like a not-for-profit, trying to do good for people or a place but then do not measure the return on investment. They have less of a desire to be profitable in their work.

The Responsible Entrepreneur starts with personal agency, seeking to put his or her own uniqueness into a business or situation. They set out to change some part of the world through transforming an industry or a social system – changing cultural beliefs and worldviews that make that causes the systems to be structured the way they are. In other words, they start at the root rather than trimming at the branches.

**Q: You use four different archetypes to structure the book – why is that?**

**A:** They are based on my Mohawk heritage but have also been documented by cultural and social anthropologists as existing in all cohesive societies through time. They give a clear way to see what is needed in terms of goals and tools, and how they differ for different circumstances. They make it possible to see the patterns behind seemingly impossible feats of success and change. If these feats can be accomplished by people like Steve Jobs, Larry Page, Oprah and Richard Branson (who started out like all of us) then it is possible for anyone.

**Q: How might employees who aren’t in senior level positions adopt the frameworks presented in *The Responsible Entrepreneur* to impact change?**

**A:** One story in the book is about Annalie Killian, a Human Resource Manager, who helped the largest company in South Africa move away from Apartheid. She drew on several archetypes and pillars to lead the company down a more responsible path – one project at a time.

The framework really can be applied to any employee or worker, for any project or idea. You have to change a business unit or product launch first to learn how to change an industry. Learning how to open people to new beliefs on a small scale is key to learning how to leverage large change.

This framework can apply to many aspects of life and leadership roles. Whether it's for volunteer organizations – for the head of the PTA, a Board Member at a not-for-profit – or simply used within your own family.

**Q: What is next for you?**

A: I'm working on two other "Responsible" titles. *The Responsible Women Entrepreneur*: why women are twice as likely to succeed and *The Responsible Human*: what we have to do to change our relationship to one another, to our nation and to our planet.

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