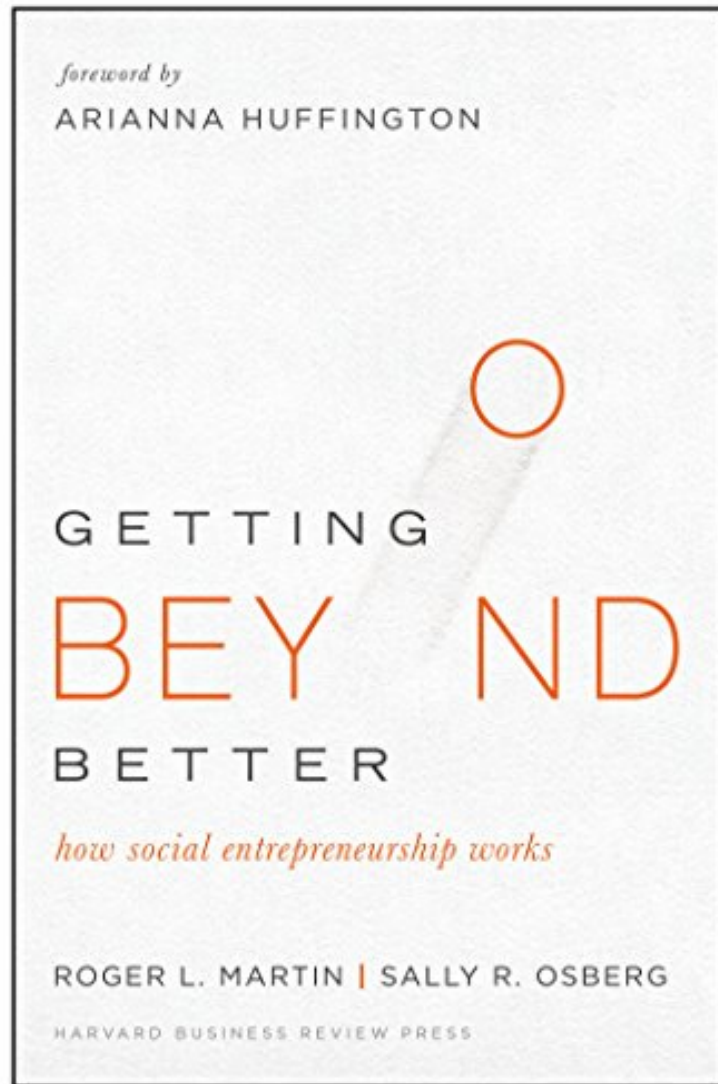


(Mobile book) Getting Beyond Better: How Social Entrepreneurship Works

Getting Beyond Better: How Social Entrepreneurship Works

Roger Martin, Sally Osberg, Arianna Huffington
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Roger Martin, Sally Osberg, Arianna Huffington : Getting Beyond Better: How Social Entrepreneurship Works before purchasing it in order to gauge whether or not it would be worth my time, and all praised Getting Beyond Better: How Social Entrepreneurship Works:

5 of 5 people found the following review helpful. must read if this is your space By Beccathe authors have continued to apply and develop a framework for this field which is still a work in progress in almost every way. it certainly has given me a lot to think about in the work we do at soles4souls. there are times it was a little abstract and i lost the thread but the examples were very helpful. would love to have a book group w other social entrepreneurs to work through how i can apply this and learn from other perspectives. definitely worth the price as I'm sure i'll reread this one

multiple times! 1 of 1 people found the following review helpful. A Very Good Addition to the Literature on Social Entrepreneurship
By Alabama Reader
I used this book as a required reading for a seminar I teach on Social Entrepreneurship at The University of Alabama. I know it helped my students recognize and relate to the characteristics we find in successful social entrepreneurs. It explains the difficult concept of creative destruction clearly. Sometimes the actual examples used to support a point were excellent, but some did not seem to connect. I plan on continuing to use the book as a major component of the seminar. One thing that worked well for me was assigning responsibility for discussion of a chapter to one of the students.
12 of 14 people found the following review helpful. Important book and a good read
By J Bradach
Highly recommend! Martin and Osberg have written a book that shines new light on the concept of social entrepreneurship and, more broadly, achieving widespread social change. The book is not a "how to" handbook for social entrepreneurs (although surely will be useful to them), but rather offers an interpretive guide that helps us make sense of one of the most important phenomena in the world today: social entrepreneurship. Take the idea of "shifting an equilibrium", which Martin and Osberg highlight as at the heart of the work of social entrepreneurs. That lens calls for an analysis of what forces keep the status quo as it is; not painting a portrait of an inert context, but understanding the set of reinforcing dynamics that keeps things as they are. Only by doing that analysis can we understand what levers might fundamentally change the equilibrium. Of course, this idea echoes writers that talk about system theory, is consonant with on-the-ground innovators like Bill Drayton whose work with entrepreneurs at Ashoka aims for broader changes in systems, and also is reflected in the work of funders like Omidyar Network (and the Skoll Foundation, which is led by Osberg and where Martin sits on the Board) that focuses on the interplay between the entrepreneurs and their enabling context. But this book illuminates the relationship between the entrepreneur and shifting the equilibrium in fresh and useful ways that help us make sense of these disparate threads. While the book is propelled by the stories of remarkable organizations and people, the heart of the argument is not just about their personal, heroic qualities. Rather it is about how they managed to understand and move complex systems; typically not via an amazing new technology or the replication of a single solution, but via, for example, the hard work of shifting and strengthening the health care infrastructure in country (PIH) or moving the social norms and self-empowerment of a community (Tostan's work in Senegal.) Where the authors discuss the characteristics of the entrepreneurs, it is by identifying a compelling set of tensions with which the leaders grapple; abhorrence and appreciation, expertise and apprenticeship, and experimentation and commitment. The last few chapters of the book offer a guide to factors that may facilitate the odds of scaling up solutions, highlighting factors such as managing costs down aggressively, open source platforms for sharing, adding value to existing assets, reducing labor costs. These categories are intuitively compelling, and several are strangely absent from the existing writing on social entrepreneurship and scale. I hope the final few chapters will be a provocation to others to conduct research on these factors. For example, the authors' focus on the role of cost brings under the microscope a factor that is a core dynamic driving firms, industries, and disruption in the for-profit sector; and in the social sector outside the US (where designing for scale and low unit cost is often THE starting point); but which is only occasionally visible in dynamics that unfold in the US. Why is that? Similarly, under what conditions does an "open source platform" lead to the spread of ideas versus being one more failed "build it and they will come" strategy? These questions go beyond the scope of the book, but are prompted by it; a sign of a provocative argument that points to the next step of questions we need to explore as a field. An important contribution and a good read!

Who drives transformation in society? How do they do it?
In this compelling book, strategy guru Roger L. Martin and Skoll Foundation President and CEO Sally R. Osberg describe how social entrepreneurs target systems that exist in a stable but unjust equilibrium and transform them into entirely new, superior, and sustainable equilibria. All of these leaders; call them disrupters, visionaries, or changemakers; develop, build, and scale their solutions in ways that bring about the truly revolutionary change that makes the world a fairer and better place. The book begins with a probing and useful theory of social entrepreneurship, moving through history to illuminate what it is, how it works, and the nature of its role in modern society. The authors then set out a framework for understanding how successful social entrepreneurs actually go about producing transformative change. There are four key stages: understanding the world; envisioning a new future; building a model for change; and scaling the solution. With both depth and nuance, Martin and Osberg offer rich examples and personal stories and share lessons and tools invaluable to anyone who aspires to drive positive change, whatever the context. Getting Beyond Better sets forth a bold new framework, demonstrating how and why meaningful change actually happens in the world and providing concrete lessons and a practical model for businesses, policymakers, civil society organizations, and individuals who seek to transform our world for good.

2016 Axiom Business Book Silver Award in BUSINESS COMMENTARY
In a new book, Getting Beyond Better: How Social Entrepreneurship Works, Skoll Foundation chief executive Sally Osberg and Roger Martin, former dean of the Rotman School of Management, present a model of social enterprise that directly engages government in a

number of critical ways. They offer a helpful definition of social entrepreneurs, as distinct from direct social service providers and social advocates.” Anne-Marie Slaughter, *Financial Times* “This valuable book helps set the framework for both for future social entrepreneurs and for potential funders and supporters who can help them make the world a fairer and better place.” *Developing Leaders* “The authors include many practical and theoretical questions to address. All organizations should grapple with these questions, but they may have special importance for social entrepreneurs.” *Choice magazine* “A well-researched and cogent look at the phenomenon of social entrepreneurship, with a useful roadmap for any philanthropically minded individuals or corporations.” *The Irish Times* “The two authors bring a wealth of experience and insight to this crucial topic.” *Philanthrocapitalism* (philanthrocapitalism.net) “An insightful, well-structured, and practical-minded analysis of social entrepreneurship that is likely to be of help to established and aspiring social entrepreneurs.” *Library Journal* *Entrepreneurial Survivor’s Guide: 10 Books for your Nightstand* *Small Business Trends* (smallbiztrends.com) “They admit that true equilibrium change is a higher bar; but they convincingly argue that it can be met.” *BizEd magazine* “valuable insights and many fascinating stories for those seeking to understand social entrepreneurs or to join their ranks.” *The Globe and Mail* “if you are sitting at your C-suite office wondering whether you want to spend the rest of your life making a genuine difference to the world outside of business, this book could be just what’s needed to give you the motivation to do it.” *Management Today* “It should be one that is not just read as an explanation and valuation of social entrepreneurship but also as a system check for this field and where it belongs in the overall universe of proposed solutions to tackling the world’s most pressing challenges.” *Alliance Magazine* “It’s a phenomenon so new we don’t even know how many there are, let alone how they do what they do. Which is why Roger Martin and Sally Osberg recently published what may be the first book to document the practices of social entrepreneurs, *Getting Beyond Better*. You couldn’t ask for better guides.” *Financial Post* “riveting and instructive read.” Jack Covert, *800 CEO READ* “an accessible theory and workable framework for developing, building and scaling solutions that transform unjust systems and drive positive change.” David Slocum, *FORBES* “Advance Praise for *Getting Beyond Better*: Paul Polman, CEO, Unilever “The most persuasive account yet of the relationship between our biggest global challenges and the role of social entrepreneurship. Essential reading for anyone who still doubts the power of the social entrepreneur.” Melinda Gates, cochair, Bill and Melinda Gates Foundation “Through the stories of status quo-shifting entrepreneurs, including two of my heroes, Paul Farmer and Molly Melching, this powerful book shows what more equitable societies could look like and what we can all do to make that new normal a reality.” Tim Brown, President and CEO, IDEO; author, *Change by Design* “Social entrepreneurship is a powerful vehicle for positive societal impact, but to exploit it successfully we must first understand what it is and where it has been done well. *Getting Beyond Better* brilliantly provides the clear definition and case studies that will inspire practitioners, students, funders, and teachers to add their contribution to this important global movement.” Muhammad Yunus, founder, Grameen Bank; father of microcredit and social business; and winner of the 2006 Nobel Peace Prize “Poverty, worsening income-wealth-opportunity disparity, and climate change are threatening the world. To make the world socially, economically, and environmentally sustainable, we need to bring out the social entrepreneur in all of us. This enlightening yet deeply practical book will help us do that.” Bill Drayton, founder and CEO, Ashoka: “Innovators for the Public” Roger Martin and Sally Osberg’s *Getting Beyond Better* is the best the best explanation of how social entrepreneurship regularly upsets crazy but deeply rooted social patterns. And the most clearly written book I’ve read in years.” Laura Arrillaga-Andreessen, founder and Chair, Stanford Center on Philanthropy and Civil Society; author, *Giving 2.0* “*Getting Beyond Better* shines a spectacular light on social entrepreneurship—what it is and what it requires. Roger Martin and Sally Osberg brilliantly bring together invaluable years of theory, practice, and wisdom to create a must-read for anyone striving to disrupt the status quo for good.”