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# Changing Your Company From The Inside Out: A Guide For Social Intrapreneurs



## Synopsis

MAKE YOUR COMPANY A FORCE FOR GOOD You're ambitious. You're not afraid to take risks. You want to bring about positive social change. And while your peers have left a trail of failed start-ups in their wake, you want to initiate change from within an established company, where you can have a more far-reaching, even global impact. Welcome to the club; you're a social intrapreneur. But even with your enviable skill set, your unwavering social conscience, and your determination to change the world, your path to success is filled with challenges. So how do you get started and maintain your momentum? *Changing Your Company from the Inside Out* provides the tools to empower you to jump-start initiatives that matter to you—and that should matter to your company. Drawing on lessons from social movements as well as on the work of successful intrapreneurs, Gerald Davis and Christopher White provide you with a guide for creating positive social change from within your own organization. You'll learn how to answer four key questions: "When is the right time for change? Learn how to read your organization's climate." "Why is this a compelling change? Use language and stories to connect your initiative to your organization's mission, strategy, and values." "Who will make this innovation possible? Identify the decision makers you need to persuade and the potential resisters you need to steer around." "How can you mobilize your supporters to collaborate on your innovation? Use the online and offline tools and platforms that best support your initiative. This book is a road map for intrapreneurs seeking to reshape their companies into drivers of positive change. If you want to spearhead social innovation from within your company, use this book as your guide.

## Book Information

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## Customer Reviews

‘Exceptionally well written, organized and presented’ as practical as it is ‘user friendly’ and is very highly recommended for personal, professional, corporate, community, and academic library instructional reference collections. • Midwest Book Review  
ADVANCE PRAISE for Changing Your Company from the Inside Out: JUDITH F. SAMUELSON, FOUNDER AND EXECUTIVE DIRECTOR, BUSINESS AND SOCIETY PROGRAM, ASPEN INSTITUTE; Davis and White artfully unpack a set of tools and strategies for change agents who want to help their corporations adapt to new social norms and environmental expectations. Let’s hope this book finds its way into the hands of those who are poised to unleash the extraordinary capacity embedded in modern corporations. Both our nation and our world will be better off if they succeed. • JOE MALCOUN, CEO, NUTSHELL; Davis and White provide a functional and actionable platform for social-minded employees interested in effecting social change without falling into the same vague estuary of ‘doing well by doing good.’ Thankfully, this book moves beyond a call to action and offers readers the information they’ll need to succeed in the field, where it matters most. • JEFFREY PFEFFER, THOMAS D. DEE II PROFESSOR OF ORGANIZATIONAL BEHAVIOR, STANFORD GRADUATE SCHOOL OF BUSINESS; AUTHOR, LEADERSHIP B.S.: FIXING WORKPLACES AND CAREERS ONE TRUTH AT A TIME; Davis and White provide practical, research-based, smart suggestions for leveraging the resources of your existing workplace to do social good in ways that fit your values and do not jeopardize your career. What could be better? • MICHAEL USEEM, WILLIAM AND JACALYN EGAN PROFESSOR OF MANAGEMENT AND DIRECTOR OF THE CENTER FOR LEADERSHIP AND CHANGE MANAGEMENT, THE WHARTON SCHOOL, UNIVERSITY OF PENNSYLVANIA; Changing Your Company from the Inside Out provides a compelling road map for social intrapreneurs who want to persuade their companies to embrace agendas far beyond the bottom line. An essential companion for all who want to mobilize their organizations to help create a better world. • JOHANNA MAIR, ACADEMIC EDITOR, STANFORD SOCIAL INNOVATION REVIEW; Davis and White masterfully integrate examples of successful social intrapreneurship and arguments from social-movement research to develop a guide on how to enact social change without formal authority. A truly empowering book for anyone who cares about business and social change. • FRED KELLER, FOUNDER AND FORMER CEO, CASCADE ENGINEERING; Changing Your Company from the Inside Out is a virtual fountain of

ideas for how to increase the positive impact of companies as an employee and not a leader. It is extremely relevant to employees seeking to improve the positive impact of their institutions. •

Gerald F. Davis is the Wilbur K. Pierpont Collegiate Professor of Management at the Ross School of Business and Professor of Sociology at the University of Michigan. His most recent book is *Managed by the Markets: How Finance Re-Shaped America*, which won the Academy of Management's George R. Terry Book Award for Outstanding Contribution to Management Knowledge in 2010. Christopher J. White is Managing Director of the Center for Positive Organizations and adjunct faculty in Management & Organizations at the University of Michigan's Ross School of Business. Chris has been leading and consulting to purpose-driven organizations spanning the corporate, nonprofit, and philanthropic sectors for more than fifteen years.

The book: *Changing Your Company from the Inside Out*, by Gerald F. Davis and Christopher J. White, provides a brief history and background on social intrapreneurs. Intrapreneurs are people full of initiative, courage and willing to take risks within the current system of organizations. The book provides social intrapreneurs who work within organizations tools they can use to produce innovation and create positive social changes within their organizations. According to Davis and White, every person could be an intrapreneur. Those on the front lines have the greatest capacity to initiate changes. Innovation and change are never simple things. It requires create opportunity structures, make persuasive cases, focus on social networks and have mobilizing platforms. There are four key factors to generate an innovation or a change. Internally changing may take more time and more energy to realize, but it can have a much larger impact than people usually believe. The book suggests that social intrapreneurs need to prepare to answer four questions. When will be the right time to make a change? Why do intrapreneurs need changes? Who will support changes? How to mobilize supporters? Social intrapreneurs should have appropriate answer for each question prior to changing. However, those elements stay at a fundamental level. As for professional business people, they may have a more accurate and stable conception of the construction of a social movement framework. Generally speaking, people think social responsibility should be highly valued by organizations. Organizations that give priority to their own interests are generally criticized by the public when there are conflicts between the bottom lines and vice versa. However, it is hard to make a choice between interests and responsibilities for stakeholders. Nike is one example provided by Davis and White. Nike realized that they should pay

attention to corporate social responsibilities due to the consumer boycott, which occurred when consumers became aware of deplorable working conditions in its supply chain. Ford became a good model of code of ethical conduct after they experienced the scandal of Pinto. In reality, many organizations begin to regret their actions after being boycotted by society. What would intrapreneurs do if their company would not permit them to make changes? If organizations put their own interests above social responsibilities, and intrapreneurs are the beneficiaries, would the intrapreneurs be willing to make a change? These issues are real challenges during the course of changing from company inside. It should be combined with actual situations to make a decision about whether to change or not. However, Davis and White do not provide much information on solving these issues. Another drawback is that some important points mentioned in the book are just common sense. For beginners who have ideas but are not familiar with social innovations, this book is a good introductory textbook. But for experienced business people, this book is less effective. The book is useful because Davis and White use examples to support their point of view and extract the essence from a large number of cases to present to readers. We think that Davis and White's intention is to lead a way for readers to analyze firms' behaviors with actual situations and to provide a basic guideline for beginners, rather than to encourage readers to simply emulate the companies' behaviors.

"Changing You Company from the Inside Out" is a must have for any intrapreneur dedicated to corporate social responsibility. It examines the key elements and best practices from social movements and creates a step by step change management guide for corporate intrapreneurship. Davis and White do this by identifying four types of social innovations: 1. Product/Service 2. People 3. Practices 4. Public. They then create a solid framework to help you: 1. Identify "When" to push for changing (ID-ing key events in a company's life cycle conducive to change) 2. Answer "Why" we need this change (i.e. framing the conversation) 3. Identify "Who" the key stakeholders are (i.e. supporters, decision makers, roadblocks) 4. Determine "How" you will mobilize support (i.e. what tools/processes will you leverage). Through practical examples of social movements and current corporate innovations/intrapreneurs, Davis and White demonstrate that you do not need to be in the C-Suite to influence others, initiate innovation, and make a difference within your company. In the end, Davis and White encourage all of us to not only become creative change agents within our companies, but to leverage that to make an impact in the broader community. Following the simple steps, recommendations, and examples from this book, almost anyone can

become an intrapreneur. This book empowers you to know what you need to evaluate in order to achieve your goals and implement your corporate innovation. By the end of this book you will have learned the key skills of how to frame an idea, transform it into a feasible project, map key networks and processes, capitalize on the right timing, and mobilize support to execute your plan. Overall, this book gives you both the practical skills and framework you will need as well as the confidence to take your innovation from just an idea to implementing it across your organization. The book itself is easy to read and keeps you interested about the content throughout. The examples are well structured and clear. The only downside is that they sometimes can be a distraction from the main point of the chapter.

had to get this for class. pretty interesting read but nothing too special

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