

The Responsible Company: What We've Learned From Patagonia's First 40 Years

We at Patagonia, like all business people, know that long-term income has to exceed long-term expense. To do otherwise is to go bankrupt, as Ernest Hemingway described, in the usual two ways: "Gradually, then suddenly." Today we are using the equivalent resources of one and a half planets, yet we live on only one. All the indicators of earthly health are in decline: of water, air, arable land, fisheries and biodiversity. How do we reverse this decline in the quality of life (and attendant climate change) before it becomes sudden catastrophe? Most conversations addressing that question hone in on technological solutions. Each year we attend sustainability conferences where the talk centers on innovation as the way to lower resource use and waste. But at these conferences, among decent people doing their best, there is always an elephant in the room, concealed behind a curtain few are willing to draw to the side. The elephant is growth-based capitalism, and the assumption that a growth economy equals prosperity and a healthy society. Yet we know we must consume less, and far more slowly - as well as innovate as quickly and ingeniously as we can. What is a responsible economy? One that allows healthy communities, creates meaningful work, and takes from the earth only what it can replenish—one where all the indicators of health start to improve. What would make up this economy? What could a responsible economy look like? That's the question we'll explore with our friends and customers during the coming seasons.

Introduction to Business covers the scope and sequence of most introductory business courses. The book provides detailed explanations in the context of core themes such as customer satisfaction, ethics, entrepreneurship, global business, and managing change. Introduction to Business includes hundreds of current business examples from a range of industries and geographic locations, which feature a variety of individuals. The outcome is a balanced approach to the theory and application of business concepts, with attention to the knowledge and skills necessary for student success in this course and beyond.

This Open Access book, Responsible innovation provides benefits for society, for instance more sustainable products, more engagement with consumers and less anxiety about emerging technologies. As a governance tool it is mostly driven by research funders, including the European Commission, under the term "responsible research and innovation" (RRI). To achieve uptake in private industry is a challenge. This book provides successful case studies for the implementation of responsible innovation in businesses. The importance of social innovations is emphasized as a link between benefits for society and profits for businesses, especially SMEs. For corporate industry it is shown how responsible innovation can offer a competitive advantage to adopters. The book is based on the latest insights from theory and practice and combines conceptual work with first-hand experience. It is of interest to innovation managers, entrepreneurs and academics. For academics, the book will provide a combination of analysis and discussion, and present recent learnings from first-hand interaction with entrepreneurs. For innovation managers and entrepreneurs, it will provide inspiration and better ideas about what responsible innovation can look like in practice, why others have "done it" and what the potential benefits might be. The book will thus serve the purposes of spreading the word about the responsible innovation concept among different audiences whilst making it more accessible to innovation managers and entrepreneurs. The Responsible Company What We've Learned from Patagonia's First 40 Years Patagonia

Reimagining Sustainability and Success

The Responsible Shareholder

Measure What Matters

The Textbook for Management Learning, Competence and Innovation

The Black Book of Communism

Responsible Business

The Education of a Reluctant Businessman--Including 10 More Years of Business Unusual

#1 New York Times Bestseller Legendary venture capitalist John Doerr reveals how the goal-setting system of Objectives and Key Results (OKRs) has helped tech giants from Intel to Google achieve explosive growth—and how it can help any organization thrive. In the fall of 1999, John Doerr met with the founders of a start-up whom he'd just given \$12.5 million, the biggest investment of his career. Larry Page and Sergey Brin had amazing technology, entrepreneurial energy, and sky-high ambitions, but no real business plan. For Google to change the world (or even to survive), Page and Brin had to learn how to make tough choices on priorities while keeping their team on track. They'd have to know when to pull the plug on losing propositions, to fail fast. And they needed timely, relevant data to track their progress—to measure what mattered. Doerr taught them about a proven approach to operating excellence: Objectives and Key Results. He had first discovered OKRs in the 1970s as an engineer at Intel, where the legendary Andy Grove ("the

greatest manager of his or any era") drove the best-run company Doerr had ever seen. Later, as a venture capitalist, Doerr shared Grove's brainchild with more than fifty companies. Wherever the process was faithfully practiced, it worked. In this goal-setting system, objectives define what we seek to achieve; key results are how those top-priority goals will be attained with specific, measurable actions within a set time frame. Everyone's goals, from entry level to CEO, are transparent to the entire organization. The benefits are profound. OKRs surface an organization's most important work. They focus effort and foster coordination. They keep employees on track. They link objectives across silos to unify and strengthen the entire company. Along the way, OKRs enhance workplace satisfaction and boost retention. In *Measure What Matters*, Doerr shares a broad range of first-person, behind-the-scenes case studies, with narrators including Bono and Bill Gates, to demonstrate the focus, agility, and explosive growth that OKRs have spurred at so many great organizations. This book will help a new generation of leaders capture the same magic.

Winner of the Green Prize for Sustainable Literature Now updated with the latest information on B Corp assessments and how to become a Benefit Corporation, *The Responsible Company*, by Yvon Chouinard, founder and owner of Patagonia, and Vincent Stanley, Director of Patagonia Philosophy and co-editor of its *Footprint Chronicles*, draw on the their 40 years' experience at Patagonia - and knowledge of current efforts by other companies - to articulate the elements of responsible business for our time. Patagonia, named by *Fortune* in 2007 as the coolest company on the planet, has earned a reputation as much for its ground-breaking environmental and social practices as for the quality of its clothes. In this exceptionally frank account, Chouinard and Stanley recount how the company and its culture gained the confidence, by step and misstep, to make its work progressively more responsible, and to ultimately share its discoveries with companies as large as Wal-Mart or as small as the corner bakery. In plain, compelling prose, the authors describe the current impact of manufacturing and commerce on the planet's natural systems and human communities, and how that impact now forces business to change its ways. *The Responsible Company* shows companies how to reduce the harm they cause, improve the quality of their business, and provide the kind of meaningful work everyone seeks. It concludes with specific, practical steps every business can undertake, as well as advice on what to do, in what order. This is the first book to show companies how to thread their way through economic sea change and slow the drift toward ecological bankruptcy. Its advice is simple but powerful: reduce your environmental footprint (and its skyrocketing cost), make legitimate products that last, reclaim deep knowledge of your business and its supply chain to make the most of opportunities in the years to come, and earn the trust you'll need by treating your workers, customers and communities with respect.

The Riveting True Story of One Of the World's Most Iconic Mission-Driven Companies Ben & Jerry's has always been committed to an insanely ambitious three-part mission: making the world's best ice cream, supporting progressive causes, and sharing the company's success with all stakeholders: employees, suppliers, distributors, customers, cows, everybody. But it hasn't been easy. This is the first book to tell the full, inside story of the inspiring rise, tragic mistakes, devastating fall, determined recovery, and ongoing renewal of one of the most iconic mission-driven companies in the world. No previous book has focused so intently on the challenges presented by staying true to that mission. No other book has explained how the company came to be sold to corporate giant Unilever or how that relationship evolved to allow Ben & Jerry's to pursue its mission on a much larger stage. Journalist Brad Edmondson tells the story with an eye for details, dramatic moments, and memorable characters. He interviewed dozens of key figures, particularly Jeff Furman, who helped Ben and Jerry write their first business plan in 1978 and became chairman of the board in 2010. It's a funny, sad, surprising, and ultimately hopeful story.

Presents a collection of essays and photographs offering insights into outdoor sports and one's relationship with the natural world

The Responsible Company

How Google, Bono, and the Gates Foundation Rock the World with OKRs

The Case for Responsible Business and Management

Anticipating and Avoiding the Pitfalls That Can Sink a Startup

A Global Economy that Works for Progress, People and Planet

Ice Cream Social

Responsible Management Education

In this book, the author examines the ethical implications of Artificial Intelligence systems as they integrate and replace traditional social structures in new sociocognitive-technological environments. She discusses issues related to the integrity of researchers, technologists, and manufacturers as they design, construct, use, and manage artificially intelligent systems; formalisms for reasoning about moral decisions as part of the behavior of artificial autonomous systems such as agents and robots; and design methodologies for social agents based on societal, moral, and legal values. Throughout the book the author discusses related work, conscious of both classical, philosophical treatments of ethical issues and the implications in modern, algorithmic systems, and she combines regular references and footnotes with suggestions for further reading. This short overview is suitable for

undergraduate students, in both technical and non-technical courses, and for interested and concerned researchers, practitioners, and citizens.

Cross-sector partnerships are widely hailed as a critical means for addressing a wide array of social challenges such as climate change, poverty, education, corruption, and health. Amid all the positive rhetoric of cross-sector partnerships though, critical voices point to the limited success of various initiatives in delivering genuine social change and in providing for real citizen participation. This collection critically examines the motivations for, processes within, and expected and actual outcomes of cross-sector partnerships. In opening up new theoretical, methodological, and practical perspectives on cross-sector social interactions, this book reimagines partnerships in order to explore the potential to contribute to the social good. A multi-disciplinary perspective on partnerships adds serious value to the debate in a range of fields including management, politics, public management, sociology, development studies, and international relations. Contributors to the volume reflect many of these diverse perspectives, enabling the book to provide an account of partnerships that is theoretically rich and methodologically varied. With critical contributions from leading academics such as Barbara Gray, Ans Kolk, John Selsky, and Sandra Waddock, this book is a comprehensive resource which will increase understanding of this vital issue.

Indigenous peoples are recognised as groups with specific rights based on their historical ties to particular territories. The United Nations estimates there are 370 million Indigenous peoples, with Indigenous populations being recognised in Australia, Canada, New Zealand, the United States, the Arctic region, Central and South America, and across Asia and Africa. Indigenous Aspirations and Rights takes an Indigenous perspective in examining the intersection of business with Indigenous peoples' rights, in light of the UN Global Compact and the PRME. Indigenous rights include, but are not limited to, human, cultural, educational, employment, participatory development, economic, and social rights, rights to land and natural resources, and impacts on identity, institutions, and relations. This book illustrates three main aspects of business practices in relation to Indigenous peoples: Indigenous perspectives on failures, business and ongoing challenges to Indigenous aspirations and rights, and modelling success for Indigenous and business interests. Edited by three leading voices in Indigenous rights research and practice, Indigenous Aspirations and Rights features contributions from around the globe. The work draws together policy implications for management and implications for Indigenous peoples, and examines how the PRME, the UN Global Compact, and the concept of socially responsible business can be expanded to encompass more positive outcomes for Indigenous peoples.

The Founder's Dilemmas examines how early decisions by entrepreneurs can make or break a startup and its team. Drawing on a decade of research, including quantitative data on almost ten thousand founders as well as inside stories of founders like Evan Williams of Twitter and Tim Westergren of Pandora, Noam Wasserman reveals the common pitfalls founders face and how to avoid them.

Every Dollar Makes a Difference

The Struggle for the Soul of Ben & Jerry's

Green Project Management

Responsible Artificial Intelligence

The Responsible Entrepreneur

The Responsible Business

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

From the creator of the popular website Ask a Manager and New York 's work-advice columnist comes a witty, practical guide to 200 difficult professional conversations—featuring all-new advice! There 's a reason Alison Green has been called “the Dear Abby of the work world.” Ten years as a workplace-advice columnist have taught her that people avoid awkward conversations in the office because they simply don 't know what to say. Thankfully, Green does—and in this incredibly helpful book, she tackles the tough discussions you may need to have during your career. You 'll learn what to say when • coworkers push their work on you—then take credit for it • you accidentally trash-talk someone in an email then hit “reply all” • you 're being micromanaged—or not being managed at all • you catch a colleague in a lie • your boss seems unhappy with your work • your cubemate 's loud speakerphone is making you homicidal • you got drunk at the holiday party Praise for Ask a Manager “A must-read for anyone who works . . . [Alison Green 's] advice boils down to the idea that you should be professional (even when others are not) and that communicating in a straightforward manner with candor and kindness will get you far, no matter where you work.”—Booklist (starred review) “The author 's friendly, warm, no-nonsense writing is a pleasure to read, and her advice can be widely applied to relationships in all areas of readers ' lives. Ideal for anyone new to the job market or new to management, or anyone hoping to improve their work experience.”—Library Journal (starred review) “I am a huge fan of Alison Green 's Ask a Manager column. This book is even better. It teaches us how to deal with many of the most vexing big and little problems in our workplaces—and to do so with grace, confidence, and a sense of humor.”—Robert Sutton, Stanford professor and author of The No Asshole Rule and The Asshole Survival Guide “Ask a Manager is the ultimate playbook for navigating the traditional workforce in a diplomatic but firm way.”—Erin Lowry, author of Broke Millennial: Stop Scraping By and Get Your Financial Life Together

Examining the role of shareholders in modern companies, this timely book argues that more should be expected of shareholders, both morally and legally. It explores the privileged position of shareholders within the corporate law system and the unique rights and duties awarded to them in contrast to other corporate actors. Introducing the concept of shareholders as responsible agents whose actions and inactions should be judged on that basis, Stephen Bottomley unites a number of distinct corporate governance discussions including stewardship, activism and shareholder liability.

This book features rare, once-thought-lost photos of the 1968 first ascent of the California Route on Cerro Fitz Roy, the third ascent of the mountain. With accompanying retrospective essays. Climbing Fitz Roy, 1968, presents photo documentation of the climb, places it in the social and climbing context of the times, and reflects how this momentous trip influenced the lives of those involved, and in a greater context, the lives of so many others.

"Individuals, acting on deeply held beliefs and passion, are boldly imagining and bringing into existence a different world... Whether you're a business entrepreneur, a social entrepreneur, an investment entrepreneur, or an academic, artistic, or civil servant entrepreneur, devour this important and wise book."—From the Foreword by John Fullerton 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 business leadership, describing the means by which any entrepreneur can pursue a higher order of work. In it, Carol Sanford, one of the most trusted names in responsible business development, brings her vast expertise in helping executives and corporations to the entrepreneur looking to launch and scale a venture. She maps this journey through four archetypes: The Realizing Entrepreneur: Industry Game-Changer

The Reconnection Entrepreneur: Society Game-Changer The Reciprocity Entrepreneur: Culture Game-Changer The Regenerative Entrepreneur: Governance Game-Changer By understanding the archetype most aligned with their goals, entrepreneurs will learn how to grow their business into a powerful platform that can leverage change, and even change the foundations that create our most pressing problems and issues. To illustrate these principles in action, The Responsible Entrepreneur features case studies based on long-term work and in-depth interviews with 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 seeking to pursue world-changing results, or impact investors looking to align their capital with their values, The Responsible Entrepreneur provides the frameworks to build a business and to evaluate and direct investments to create the greatest benefit for all stakeholders. For anyone who wants to make a difference in the way businesses affect the world, The Responsible Entrepreneur lays out ways to make that aspiration focused and doable.

30 Years of Innovative Child Care

The Fourth Industrial Revolution

The Unlikely Story of Wal-Mart's Green Revolution

Notes from the Field

Crimes, Terror, Repression

Integrating Ethics and Aesthetics in the Value Chain

For over twenty years, Patagonia has organized a Tools Conference, where experts provide practical training to help make activists more effective. Now Patagonia has captured Tools' best wisdom and advice into a book, creating a resource for any organization hoping to hone core skills like campaign and communication strategy, grassroots organizing, and lobbying as well as working with business, fundraising in uncertain times and using new technologies. Patagonia hopes the book will be dog-eared and scribbled in; a solid, inspiring guide and reliable companion. The book is organized in two sections: Strategies, and Tools. Each chapter, written by a respected expert in the field, covers essential principals as well as best practices. A hands-on case study accompanies each chapter and demonstrates the principles in action. Sprinkled throughout are inspirational thoughts from acclaimed activists, such as Jane Goodall, Bill McKibben, Wade Davis, Annie Leonard, and Terry Tempest Williams. An activist's companion in the environmental movement.

Small enough to fit in your pocket, this practical little book will help you change the world as you shop! While we strive to make our vote count every four years, few of us realize that our most immediate power to shape the world is squandered on a daily basis. Every dollar we spend has the potential to create social and environmental change. In fact, it already has. The world that exists today is in large part a result of our purchasing decisions. The Better World Shopping Guide rates hundreds of products and services from A to F, so you can quickly tell the "good guys" from the "bad guys" and ensure your money is not supporting corporations that make decisions based solely on the bottom line. Drawing on decades of meticulous research, this completely revised and updated sixth edition will help you find out who actually "walks the talk" when it comes to: Environmental sustainability Human rights Community involvement Animal protection Social justice Small enough to fit in a back pocket or handbag and organized in a user-friendly format, The Better World Shopping Guide helps you reward companies who are doing good, penalize those involved in destructive activities, and change the world as you shop! Ellis Jones, PhD is the award-winning, bestselling author of five previous editions of The Better World Shopping Guide , and co-author of The Better World Handbook . A scholar of social responsibility, global citizenship, and everyday activism, he has dedicated himself to uncovering practical ways for people to make a difference in the world. He currently teaches at Holy Cross College in Worcester, MA.

Collects and analyzes seventy years of communist crimes that offer details on Kim Sung's Korea, Vietnam under "Uncle Ho," and Cuba under Castro.

The idea that business is only about the money doesn't hold true in the twenty-first century, when companies around the world are giving up traditional distinctions in order to succeed. Yet our expectations for businesses remain under the sway of an outdated worldview that emphasizes profits for shareholders above all else. The Power of And offers a new narrative about the nature of business, revealing the focus on responsibility and ethics that unites today's most influential ideas and companies. R. Edward Freeman, Kirsten E. Martin, and Bidhan L. Parmar detail an emerging business model built on five key concepts: prioritizing purpose as well as profits; creating value for stakeholders as well as shareholders; seeing business as embedded in society as well as markets; recognizing people's full humanity as well as their economic interests; and integrating business and ethics into a more holistic model. Drawing on examples across companies, industries, and countries, they show that these values support persevering in hard times and prospering over the long term. Real-world success stories disprove the conventional wisdom that there are unavoidable trade-offs between acting ethically and succeeding financially. The Power of And presents a conceptual revolution about what it means for business to be responsible, providing a new story for us to tell in order to help all kinds of companies thrive.

The Power of And

Introduction to Business

Including Let My People Go Surfing / the Responsible Company / and Patagonia's Tools for Grassroots Activists

Ask a Manager

Business Opportunities and Strategies for Implementation

A Research Handbook

Making Strategic Decisions to Benefit People, the Planet and Profits

Reimagining our global economy so it becomes more sustainable and prosperous for all Our global economic system is broken. But we can replace the current picture of global upheaval, unsustainability, and uncertainty with one of an economy that works for all people, and the planet. First, we must eliminate rising income inequality within societies where productivity and wage growth has slowed. Second, we must reduce the dampening effect of monopoly market power wielded by large corporations on innovation and productivity gains. And finally, the short-sighted exploitation of natural resources that is corroding the environment and affecting the lives of many for the worse must end. The debate over the causes of the broken economy—laissez-faire government, poorly managed globalization, the rise of technology in favor of the few, or yet another reason—is wide open. Stakeholder Capitalism: A Global Economy that Works for Progress, People and Planet argues convincingly that if we don't start with recognizing the true shape of our problems, our current system will continue to fail us. To help us see our challenges more clearly, Schwab—the Founder and Executive Chairman of the World Economic Forum—looks for the real causes of our system's shortcomings, and for solutions in best practices from around the world in places as diverse as China, Denmark, Ethiopia, Germany, Indonesia, New Zealand, and Singapore. And in doing so, Schwab finds emerging examples of new ways of doing things that provide grounds for hope, including: Individual agency: how countries and policies can make a difference against large external forces A clearly defined social contract: agreement on shared values and goals allows government, business, and individuals to produce the most optimal outcomes Planning for future generations: short-sighted presentism harms our shared future, and that of those yet to be born Better measures of economic success: move beyond a myopic focus on GDP to more complete, human-scaled measures of societal flourishing By accurately describing our real situation, Stakeholder Capitalism is able to pinpoint achievable ways to deal with our problems. Chapter by chapter, Professor Schwab shows us that there are ways for everyone at all levels of society to reshape the broken pieces of the global economy and—country by country, company by company, and citizen by citizen—glue them back together in a way that benefits us all.

These chapters on ' Responsible Leadership ' represent the latest thinking on a topic of increasing relevance in a connected world. There are many challenges that still remain when it comes to establishing responsible leadership both in theory and practice. Whilst offering conceptualisations for the improvement of leadership is a first and perhaps easier response, what is more difficult is to facilitate the actual change to happen. These chapters will not only generate interest in the emerging domain of studies on responsible leadership, but also will pave the way for future research in this area in the years to come. Previously Published in the Journal of Business Ethics, Volume 98 Supplement 2, 2011

Details the business policies undertaken by the outdoor sports clothing company Patagonia to make environmentally responsible practices a priority, including using organic cotton and manufacturing recycled fleece.

The Responsible Company, by Yvon Chouinard, founder and owner of Patagonia, and Vincent Stanley, co-editor of its Footprint Chronicles, draw on the their 40 years' experience at Patagonia – and knowledge of current efforts by other companies – to articulate the elements of responsible business for our time. Patagonia, named by Fortune in 2007 as the coolest company on the planet, has earned a reputation as much for its ground-breaking environmental and social practices as for the quality of its clothes. In this exceptionally frank account, Chouinard and Stanley recount how the company and its culture gained the confidence, by step and misstep, to make its work progressively more responsible, and to ultimately share its discoveries with companies as large as Wal-Mart or as small as the corner bakery. In plain, compelling prose, the authors describe the current impact of manufacturing and commerce on the planet ' s natural systems and human communities, and how that impact now forces business to change its ways. The Responsible Company shows companies how to reduce the harm they cause, improve the quality of their business, and provide the kind of meaningful work everyone seeks. It concludes with specific, practical steps every business can undertake, as well as advice on what to do, in what order. This is the first book to show companies how to thread their way through economic sea change and slow the drift toward ecological bankruptcy. Its advice is simple but powerful: reduce your environmental footprint (and its skyrocketing cost), make legitimate products that last, reclaim deep knowledge of your business and its supply chain to make the most of opportunities in the years to come, and earn the trust you ' ll need by treating your workers, customers and communities with respect.

The B Corp Handbook

How to Develop and Use AI in a Responsible Way

Lessons from the Edge of Business and Sport

A Responsible Approach to Business

The Responsible Fashion Company

Stakeholder Capitalism

Some Stories

"When most people think of corporate responsibility, they are focusing on a business's effect on and relationship to stakeholders. A Responsible Business sees stakeholders as full partners and meaningful instruments for the evolution of healthier communities and more successful businesses." —from the Introduction The Responsible Business offers a new and strategic approach to doing business that holistically integrates responsibility into all aspects of an organization, allowing for returns at every level, business and social. This book goes beyond the often well intentioned but limited attempts at sustainability to present a framework that allows organizations to bring responsibility into everything they do and re-imagine success. From innovation, product development, and production processes to business management, strategic planning, and shareholder development, the author shows how being a Responsible Business is a practical skill that can be applied day-to-day at every level of the business. No longer just the role of a department or the job of CSR professionals, successful responsibility and business efforts start at the business level, are then taken to the corporate level, and are finally applied throughout the organization. The Responsible Business outlines a framework for building a responsibility and consciousness infrastructure that applies a living systems view to the business and inspires all of its stakeholders, including shareholders. Throughout the book, illustrated by examples from technology to manufacturing, large and small, public and private, Sanford demonstrates how to make responsibility integral to all aspects of a business as an engine for innovation, profitability, and purpose. Praise for The Responsible Business "This is a very significant book. It makes it clear that businesses have a single boss with five interrelated aspects. The stories are among the crispest,

most evocative case histories I have seen. The book is for any corporate leader trying to do the impossible: create a business that recreates the world." —Art Kleiner, editor-in-chief, strategy + business, and author, *The Age of Heretics* "Carol Sanford offers us a proven, practical, and systems-based approach that integrates five stakeholder groups into a business system working as an integral whole. Essential reading for leaders wanting a system framework for sustainability and business success!" —Otto Scharmer, MIT Sloan senior lecturer; author, *Theory U: Leading from the Future as it Emerges*; and coauthor, *Presence* "The Responsible Business challenges many assumptions corporate leaders, investment advisors, and sustainability experts have long taken for granted. It provides a road map that can help innovative businesses think about how to be truly transformational." —Sam Ford, *Fast Company* expert blogger and director, Peppercom "The powerful concepts in *The Responsible Business* have changed the process of sustainable development and how communities truly thrive. Indeed, these proven approaches will be the roadmap to truly achieve the deepest level of living communities." —Bill Reed, founding member of LEED System and coauthor, *The Integrative Design Guide to Green Building* "Critical for re-imagining the future of business. Rarely a day goes by that I do not call on this way of thinking and looking at the world. It is useful for taking on the big business decisions that so many of us face every day." —Chad Holliday, chairman, Bank of America

Winner of PMI's 2011 David I. Cleland Project Management Literature Award Detailing cutting-edge green techniques and methods, this book teaches project managers how to maximize resources and get the most out of limited budgets. It supplies proven techniques and best practices in green project management, including risk and opportunity assessments. With illustrative case studies and insights from acknowledged leaders in green project management, the text: Explains how to tap into green incentives, including grants, rebates, and tax credits Includes case studies that illustrate how to integrate green techniques and methods to generate cost savings and maximize resources Provides green techniques that take little time to implement, can benefit all types of projects, and can generate immediate savings to your project's bottom line Praise for: A first-of-its-kind book ... a must-read for senior executives as well as project managers. —Harold Kerzner, Ph.D., Senior Executive Director for Project Management at The International Institute for Learning ... an impressive piece of work. —Jean Binder, PMP, MBA, award-winning author (David I. Cleland Literature Award, 2008) This important book defines the green field and sets out the steps for those who want to be ahead of the crowd... —Dr. David Hillson, PMP, FAPM, FIRM, MCMI, Director of Risk Doctor & Partners ... an incredible call to arms to increase your project greenality for a better world, or a bigger pay check, if you're still cynical on this topic. —Bas de Baar, ProjectShrink.com ... an excellent job of making the reader aware of how much influence a single project manager, let alone an entire discipline, can have on improving our environment. —Professor Schwalbe, Department of Business Administration, Augsburg College

The ebook will be Open Access and made available on publication. Written by many of the key influencers at the Principles for Responsible Management Education (PRME), the book focuses on advancing sustainable development into education, research and partnerships at higher education institutions and, specifically, at business schools, with the purpose of educating responsible leaders for today and tomorrow. The book serves as a concrete source of inspiration for universities and other stakeholders in higher education on structures, processes and content for how to advance responsible management education and sustainable development. It articulates the importance of key themes connected with climate change, gender equality, anti-corruption, business for peace, anti-poverty and other topics that are related to the Sustainable Development Goals (SDGs). The book emphasizes the significance of local-global interaction, drawing on local action at management schools in combination with global knowledge exchange across the PRME community. In addition, the book clearly demonstrates the background, key milestones and successful achievements of PRME as a global movement by management schools in collaboration with a broader community of higher education professionals. It exemplifies action in various local geographies in PRME Chapters, PRME Working Groups and the PRME Champions work to advance responsible management education. The authors of the book are all globally experienced deans, professors, educators, executives and students with a global outlook, who are united to advance responsible management education locally and globally. The book will be invaluable reading for university leaders, educators, business school deans and students wanting to understand and embed responsible management education approaches across their institutions and curricula.

What happens when a renowned river guide teams up with the CEO of one of the largest and least Earth-friendly corporations in the world? When it's former Wal-Mart CEO H. Lee Scott and white-water expert turned sustainability consultant Jib Ellison, the result is nothing less than a green business revolution. Wal-Mart—long the target of local businesses, labor advocates, and environmentalists who deplore its outsourced, big-box methods—has embraced an unprecedented green makeover, which is now spreading worldwide. The retail giant that rose from Sam Walton's Ozarks dime store is leveraging the power of 200 million weekly customers to drive waste, toxics, and carbon emissions out of its stores and products. Neither an act of charity nor an empty greenwash, Wal-Mart's green move reflects its river guide's simple, compelling philosophy: that the most sustainable, clean, energy-efficient, and waste-free company will beat its competitors every time. Not just in some distant, utopian future but today. From energy conservation, recycling, and hybrid trucks to reduced packaging and partnerships with environmentalists it once met only in court, Wal-Mart has used sustainability to boost its bottom line even in a tough economy—belying the age-old claim that going green kills jobs and profits. Now the global apparel business, the American dairy industry, big agriculture, and even Wall Street are following Wal-Mart's lead, along with the 100,000 manufacturers whose products must become more sustainable to remain on Wal-Mart's shelves. Here Pulitzer Prize winner and bestselling author Edward Humes charts the course of this unlikely second industrial revolution, in which corporate titans who once believed profit and planet must be at odds are learning that the best business just may be a force of nature.

Best Practices for Success in the Environmental Movement

Better Business

The PRME Global Movement

How the B Corp Movement Is Remaking Capitalism

Social Partnerships and Responsible Business

Responsible Business Without Trade-Offs

Responsible Leadership

In *The Responsible Fashion Company*, Rinaldi and Testa argue that the fashion industry is at a crossroads: the need for a global shift to a sustainable model has never been more urgent. Yet, they demonstrate that we are witnessing a revolution led by conscious consumers and enlightened companies, who are redefining the rules of the fashion market. The question is: when will the rest of the industry catch up? Rinaldi and Testa raise a fundamental but often neglected issue in the fashion sustainability debate: long-term equilibrium can only be achieved by integrating economic goals with environmental, social and ethical values. "The Responsible Fashion Company" provides a clear overview of the theory, challenges and opportunities of sustainability in the industry and demonstrates how fashion companies can achieve competitive advantage through sustainable innovation. The authors show how leading fashion companies are challenging traditional thinking and present inspiring examples from pioneers such as Gucci, Levi's, Timberland and Brunello Cucinelli, who create quality products without leaving a negative impact behind. Refreshing and timely, *The Responsible Fashion Company* is essential reading for the socially conscious consumer and anyone with a professional or personal interest in the fashion, design and luxury industries.

World-renowned economist Klaus Schwab, Founder and Executive Chairman of the World Economic Forum, explains that we have an opportunity to shape the fourth industrial revolution, which will fundamentally alter how we live and work. Schwab argues that this revolution is different in scale, scope and complexity from any that have come before. Characterized by a range of new technologies that are fusing the physical, digital and biological worlds, the developments are affecting all disciplines, economies, industries and governments, and even challenging ideas about what it means to be human. Artificial intelligence is already all around us, from supercomputers, drones and virtual assistants to 3D printing, DNA sequencing, smart thermostats, wearable sensors and microchips smaller than a grain of sand. But this is just the beginning: nanomaterials 200 times stronger than steel and a million times thinner than a strand of hair and the first transplant of a 3D printed liver are already in development. Imagine "smart factories" in which global systems of manufacturing are coordinated virtually, or implantable mobile phones made of biosynthetic materials. The fourth industrial revolution, says Schwab, is more significant, and its ramifications more profound, than in any prior period of human history. He outlines the key technologies driving this revolution and discusses the major impacts expected on government, business, civil society and individuals. Schwab also offers bold ideas on how to harness these changes and shape a better future—one in which technology empowers people rather than replaces them; progress serves society rather than disrupts it; and in which innovators respect moral and ethical boundaries rather than cross them. We all have the opportunity to contribute to developing new frameworks that advance progress.

As sustainable development becomes an increasingly important strategic issue for all organizations, there is a growing need for management and executive education to adapt to this new reality. This textbook provides a theoretically sound and highly relevant introduction to the topic of socially and environmentally responsible business. The authors take a "competence-based approach" to responsible management education. The book aims to go beyond the traditional domains of teaching and towards the facilitation of learning across key competences. Each chapter in this book has a section dedicated to exercises that cover five core competences – know, think, do, relate, be – to enable self-directed transformative learning. Drawing from the classic background theories such as corporate sustainability, business ethics, and corporate social responsibility, these concepts are applied to the most up-to-date practices. The book covers an international perspective, featuring cases from countries all around the world, has a strong theoretical basis, and fully integrates the topics of sustainability, responsibility and ethics. The book includes a wide variety of tools for change at individual, company and systemic levels. Published with the Principles for Responsible Management Education (PRME), a United Nations Global Compact supported initiative, this is both an essential resource for business students at all levels and self-study handbook for executives.

Through a compilation of his many articles on sports, from falconry to fishing and climbing to surfing, along with musings on the purpose of business and the importance of environmental activism, the author reveals his extraordinary and varied life experiences.

What We've Learned from Patagonia's First 40 Years

Model Rules of Professional Conduct

How to Use Business as a Force for Good

Let My People Go Surfing

How to Navigate Clueless Colleagues, Lunch-Stealing Bosses, and the Rest of Your Life at Work

Patagonia Tools for Grassroots Activists

Reflections on the Lost Photos of the Third Ascent

"Wonderful . . . a moving autobiography, the story of a unique business, and a detailed blueprint for hope." —Jared Diamond, Pulitzer Prize-winning author of *Guns, Germs, and Steel* In this 10th anniversary edition, Yvon Chouinard—legendary climber, businessman, environmentalist, and founder of Patagonia, Inc.—shares the persistence and courage that have gone into being head of one of the most respected and environmentally responsible companies on earth. From his youth as the son of a French Canadian handyman to the thrilling, ambitious climbing expeditions that inspired his innovative designs for the sport's equipment, *Let My People Go Surfing* is the story of a man who brought doing good and having grand adventures into the heart of his business life—a book that will deeply affect entrepreneurs and outdoor enthusiasts alike.

An examination of the progress of environmental marketing on a global scale. It considers how sustainability issues are increasingly becoming critical factors in how corporations meet the ever-growing demands and expectations of customers. The purpose of the book is to provide practitioners with best-practice examples and actionable recommendations on how to implement green marketing activities. It provides information and ideas for those involved in marketing on how to incorporate green considerations into the marketing mix, as well as providing perspectives on marketing for environmental managers. To achieve a comprehensive viewpoint, the book is split into three sections. The first sets out the strategic issues and rationale for green marketing, the second addresses tactical issues in more detail, and the third provides detailed, international case studies. Topics addressed by the contributors include the growing debate around products versus services, environmental product development and eco-innovation, green marketing alliances, environmental communications, green consumers, eco-tourism and the problems associated with green marketing in developing countries.

Until recently, profit has been the driving force for most business decisions. However, business leaders must now look more widely at their actions to assess the impact of these on people both inside and outside the organization as well as the environment. *Responsible Business* provides a seven step framework that eliminates internal bias and can be used to make decisions that increase profits, benefit staff and protect the environment as a whole. This means that personal values, ethics and morals can be aligned with business goals and overall company strategy. *Responsible Business* will enable business leaders to answer questions including: What values should be attached to financial and non-financial aspects of business decisions? How can these values be translated into concrete manageable actions? Which decisions best suit the strategic goals of the organization? Readers will have access to the business simulator tool which removes the complexity, ambiguity and stress of business decisions to allow leaders to manage the competing priorities in their organization and confidently make the best investment decisions for their business. With diverse case studies from organizations who have benefited from this approach, this book is essential reading for everyone needing to evaluate their investment decisions. *The Model Rules of Professional Conduct* provides an up-to-date resource for information on legal ethics. Federal, state and local courts in all jurisdictions look to the Rules for guidance in solving lawyer malpractice cases, disciplinary actions, disqualification issues, sanctions questions and much more. In this volume, black-letter Rules of Professional Conduct are followed by numbered Comments that explain each Rule's purpose and provide suggestions for its practical application. The Rules will help you identify proper conduct in a variety of given situations, review those instances where discretionary action is possible, and define the nature of the relationship between you and your clients, colleagues and the courts.

Responsible Innovation

The Better World Shopping Guide: 6th Edition

Patagonia

The Founder's Dilemmas

Force of Nature

Family Business

Greener Marketing

A compelling look at the B Corp movement and why socially and environmentally responsible companies are vital for everyone's future. Businesses have a big role to play in a capitalist society. They can tip the scales toward the benefit of the few, with toxic side effects for all, or they can guide us toward better, more equitable long-term solutions. Christopher Marquis tells the story of the rise of a new corporate form—the B Corporation. Founded by a group of friends who met at Stanford, these companies undergo a rigorous certification process, overseen by the B Lab, and commit to putting social benefits, the rights of workers, community impact, and environmental stewardship on equal footing with financial shareholders. Informed by over a decade of research and animated by interviews with the movement's founders and leading figures, Marquis's book explores the rapid growth of companies choosing to certify as B Corps, both in the United States and internationally, and explains why the future of B Corporations is vital for us all.

Using Business as a Force for Good Join a Growing Movement: Learn how you can join more than 1,000 Certified B Corporations from 80 industries and 35 countries—led by well-known icons like Patagonia and Ben & Jerry's and disruptive upstarts like Warby Parker and

Etsy—in a global movement to redefine success in business. Build a Better Business: Drawing on interviews, tips, and best practices from over 100 B Corporations, author and B Corp owner Ryan Honeyman shows that using business as a force for good can help you attract and retain the best talent, distinguish your company in a crowded market, and increase customer trust, loyalty, and evangelism for your brand. More than 1,000 companies from 80 industries and 30 countries are leading a global movement to redefine success in business. They're called B Corporations—B Corps for short—and these businesses create high-quality jobs, help build stronger communities, and restore the environment, all while generating solid financial returns. Author and B Corp owner Ryan Honeyman worked closely with over 100 B Corp CEOs and senior executives to share their tips, advice, and best-practice ideas for how to build a better business and how to meet the rigorous standards for—and enjoy the benefits of—B Corp certification. This book makes the business case for improving your social and environmental performance and offers a step-by-step “quick start guide” on how your company can join an innovative and rapidly expanding community of businesses that want to make money and make a difference.

"Wonderful . . . a moving autobiography, the story of a unique business, and a detailed blueprint for hope." —Jared Diamond, Pulitzer Prize-winning author of Guns, Germs, and Steel In this newly revised 10th anniversary edition, Yvon Chouinard—legendary climber, businessman, environmentalist, and founder of Patagonia, Inc.—shares the persistence and courage that have gone into being head of one of the most respected and environmentally responsible companies on earth. From his youth as the son of a French Canadian handyman to the thrilling, ambitious climbing expeditions that inspired his innovative designs for the sport's equipment, Let My People Go Surfing is the story of a man who brought doing good and having grand adventures into the heart of his business life—a book that will deeply affect entrepreneurs and outdoor enthusiasts alike.

Our love of wild and beautiful places and our determination to save them began outside. We want the same for our children. This visual guide illustrates why Patagonia's on-site child care center is a key component of our corporate mission and why providing high quality on-site child care to working families is essential. In safe and engaging environments we support unstructured play where our children learn hand-eye coordination, balance and mental agility. Anything that can be done indoors is better learned outdoors where physical strength, creativity and confidence develop. True to Patagonia's climbing roots we encourage risk as the children learn and grow in an atmosphere of trust. This book is the visual story of how one corporation provides the support working families need to preserve American ingenuity that begins in early childhood.

The Patagonia Business Library

Climbing Fitz Roy, 1968

Indigenous Aspirations and Rights

The Responsible Economy