

# RealLeaders™

INSPIRING BETTER LEADERS FOR A BETTER WORLD

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# VISIONARY LEADERS

LEADING US TOWARD A BETTER WORLD

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**FEATURE STORY**



- 6** The Story of Stuff
- 8** Matt Damon: Lead Actor for Water
- 12** Building Love, Breaking Barriers
- 18** Peeta Planet: Don't be a Tourist. Be a Social Traveler
- 21** Africans Don't Need You
- 22** Want to Save the World? Start Thinking like Thomas Edison
- 26** Breaking News: We Now Broadcast Propaganda, Marketing, Lies, Gossip ... Even News
- 28** Immigrants Find a Path to Your Heart: Through Your Stomach
- 31** 100 Visionary Leaders
- 42** Don't Just Do It ... Do it Better.
- 44** Finally, Someone Is Reinventing the Wheel!
- 47** Are McDonald's Arches Turning from Gold to Green?
- 50** Been There. Done With That
- 54** Driven to Succeed
- 56** Working for Life and Limb
- 59** Winning with Disabilities
- 62** A Path Appears: But Will we Follow it?
- 64** What the World Needs Now ...



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# COMMENT



## What's your vision?

Our five-year-anniversary special edition is all about visionary leaders who strive to create a better world. We hope you find these examples as inspiring as we do, because they demonstrate that we all have it inside us to become real leaders. We're confident you will discover at least one idea from this issue you can integrate into your leadership today.

We've searched far and wide for inspirational people – from the nine-year-old founder of a multinational organization to an 80-year-old citizen leader, and from unknown startup entrepreneurs to famous billionaires. There's bound to be someone you can relate to. However, there are still millions of leaders out there who remain unrecognized. Perhaps you're one of them? If so, please email us at [editorial@real-leaders.com](mailto:editorial@real-leaders.com) to share your inspiring story.

Our vision at *Real Leaders* is to help create a world of far-sighted leaders. Society has artificially created a world that rewards short-sighted leaders who focus on the next quarterly earnings report, stock prices, the next election or fundraiser. This short-sighted operating model could have been designed by your stereotypical adolescent, who is unwilling or unable to make choices that are in their best long-term interest. Instead they make decisions based on what their peers are doing or what feels good to them now, without regard for the impact of their actions on others or even their own future. Does that sound like the business model of the 1980s?

Fortunately, astute business leaders are rapidly abandoning this risky model in favor of leading from a wiser, more far-sighted perspective. And they are being rewarded for doing so. The result is a wave of innovation that is returning us to the foundation of business as it was originally intended. The real leaders of today are looking to answer the question: How do we address real needs of society in a way that is financially, socially and environmentally sustainable?

It's a much bigger question than, "How do I make a profit?" and requires a much bigger leader. What is your inspiring, far-sighted vision to create a better world? You can share it with the world at #MyVision or email it to me at [Mark@Real-Leaders.com](mailto:Mark@Real-Leaders.com).

Thank you for being a real leader.

**Mark Van Ness, Founder**  
**St. John, U.S. Virgin Islands**



## FROM THE EDITOR

While putting together this special edition and during the course of speaking to business leaders around the world, I was struck by how rapidly people have adopted new ways of doing business. When the first edition of *Real Leaders* went out to

members of YPO-WPO in 2010, the concept of building a more successful business by solving social and environmental issues was foreign to many business leaders. At first, we struggled to find examples to share, but each year the pool of inspiring stories has grown and we now face the difficult task of choosing from hundreds of interesting success stories. This is good news, of course, as it demonstrates that CEOs are moving from being seen as the problem to leading the solutions.

Another word I hear often is 'world.' Not one person interviewed for *Real Leaders* has failed to mention it. Business leaders have extended their view of where the opportunities lie and are no longer fearful of tackling global issues. Advances in technology have also allowed us to save the world without leaving home.

We have spoken to hundreds of leaders about the amazing ideas they have dreamed up to make the world a better place, and met with dozens more at conferences around the world. Our 28,000 followers on social media have further validated what we already know: Never before have so many ordinary people cared about their collective future.

We invite you to explore our website [www.realleaders.media](http://www.realleaders.media), join the conversation and reach out to us with your ideas.

**Grant Schreiber, Editor**  
**Cape Town, South Africa**

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Andy Johnson  
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# THE STORY OF STUFF

By Annie Leonard, Executive Director, Greenpeace U.S.A.

I always like to remind people that the economy doesn't exist in a vacuum; it exists on the planet and is a subset of the environment. The economy cannot exist without an environment, without the planet, without resources and without energy. To think of them as either unrelated or, even worse, as a subset of the economy is just heading for disaster. »



➔ In one way I feel that there's a benefit to how bad things are getting with the environment right now. When I started working on environmental issues decades ago, I felt that I was appealing more to people's sense of morality, empathy or values. Today, even if you don't give a

hoot about trees, there is biological and physical realities around us that show we are bumping up against limits.

Continuing business as usual is just physically impossible. People often ask me if change is possible and I like to answer that change is not just possible, it's inevitable. The question is not *if* we're going to change, but *how* we're going to change.

If you look at scientific data such as the Millennium Ecosystem Assessment – which is a compilation of more than 4,000 studies about the state of the environment – you'll see the many resources we consume, compared with the planet's ability to regenerate. The planet is not keeping up.

Many ecosystems are so degraded now that they're on the verge of collapse. If we want our businesses to continue, we must take into consideration that we're stressing the planet – not the planet that we see pretty pictures of, but the actual ecosystems that make life possible. We are stressing them to such extreme levels that our entire economy is threatened.

When I was a university student in New York City, I became fascinated by the piles of garbage on the streets. I signed up for a field trip to the landfill where all the garbage went and it was an awesome experience. I remember standing at the edge of this landfill and as far as I could see there was just stuff we had wasted: food, books, packaging and paper. I was stunned by the rate at which our economy was turning resources into waste. We have built an economy based on the rapid transition of

resources into waste. The other thing that shocked me was how hidden this was. How had I reached the age of 20 before seeing this? I decided then and there that I not only was going to figure out why we had built an economy that churns out waste at this speed but also was going to tell people about it.

I made an animated film, *The Story of Stuff*, that has become the most watched environmental film ever. I spent a decade traveling around the world looking at the factories that made our stuff and the dumps where it gets dumped. I got so frustrated that people weren't thinking about where our stuff comes from and where it goes. I remember when I grew up we had the same telephone in our house for 40 years. You would buy a toaster and it would be in your house for decades. Now you're lucky to get a year out of these things. Product designers I've met have actually admitted the planned obsolescence they've built into consumer goods. They design them to break – to promote more purchasing.

Business has always been good at adapting. It has stopped using one raw material for another as new inventions and technologies come about. Business is the leader in innovation and being creative. The question is, will business leaders milk out the last bit of profit they can before things collapse, or will they become leaders in the new economy?

Greenpeace will use whatever tactics work to make a positive difference, barring violence. We have no permanent friends and no permanent enemies. Our door is always open for collaboration. I met an executive from a huge consumer products company recently and he told me how much he'd enjoyed collaborating with us. But he also added, "I know, if we do something wrong, you'll be chaining yourselves to our gates!" That's the nature of our role as guardians of our planet: Sometimes we dance with them, sometimes we dance on them. ■

📄 Get the extended story and more at [www.realleaders.media](http://www.realleaders.media)



An aerial photograph of a winding river cutting through a dense, green forest. The river is a light brown color, contrasting with the surrounding green foliage. The river flows from the top right towards the bottom left, with several meanders and loops.

Annie Leonard's animated film *The Story of Stuff* has been viewed more than 40 million times since its release and has become the most watched environmental film ever. Here are some of the highlights:

**30%**

Quantity of natural resources consumed in the last three decades.

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**75%**

of global fisheries fish at capacity or beyond.

---

**1%**

Amount of raw materials still in use six months after their date of sale in North America.

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The average person in the U.S. consumes twice as much as 50 years ago.

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Mind pollution: People today see more advertisements in one year than what people saw in their lifetime 50 years ago.

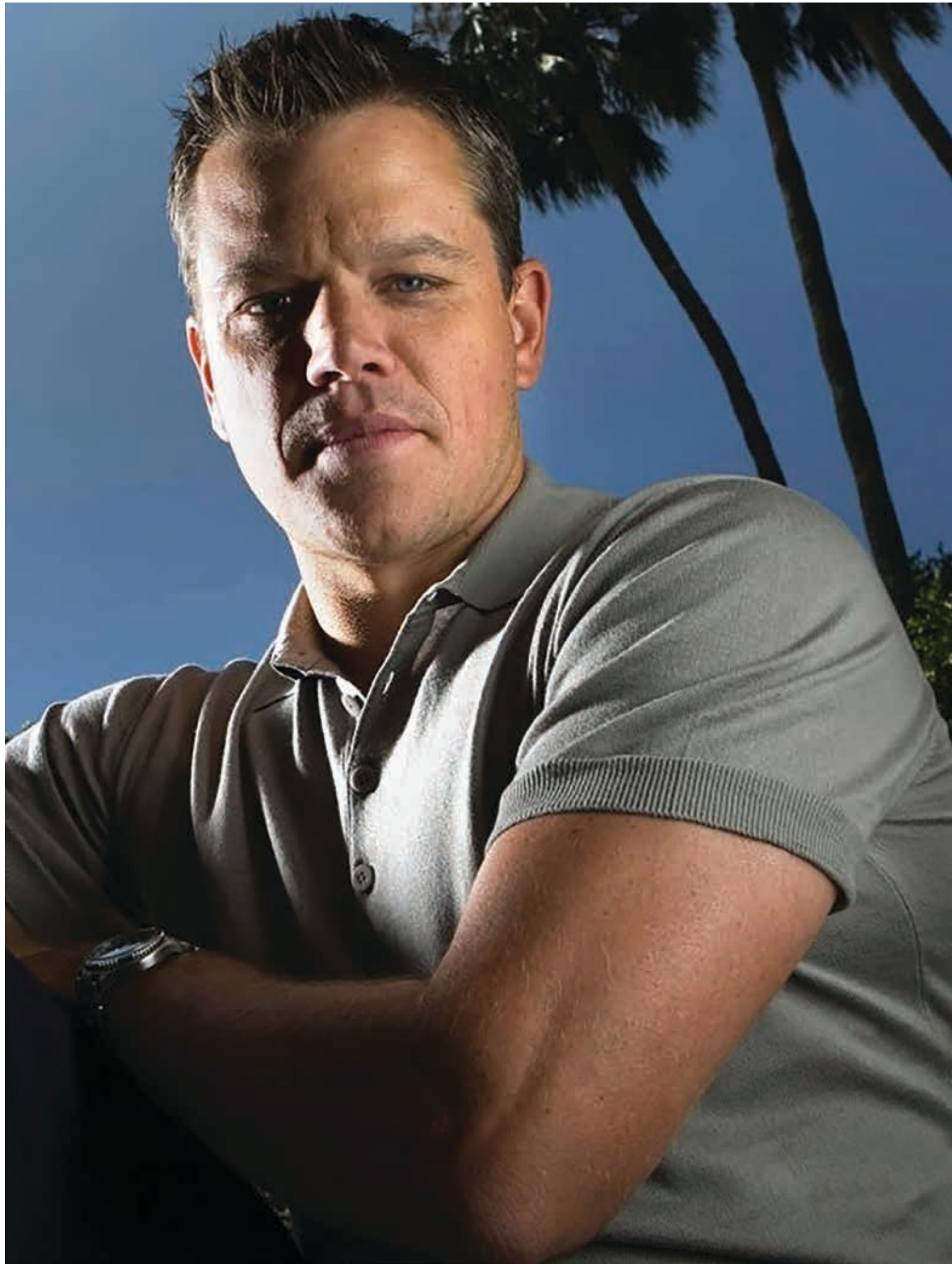


# *Matt Damon: Lead Actor For Water*

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MORE PEOPLE HAVE ACCESS TO CELLPHONES THAN TO CLEAN WATER. THIS IS A SHOCKING FACT IN A WORLD THAT HAS THE TECHNOLOGY AND FINANCIAL MEANS TO RESOLVE ONE OF HUMANITY'S MOST BASIC PROBLEMS, BUT IN WHICH WE HAVE FAILED TO APPLY THE SOLUTIONS. ACTOR MATT DAMON STARTED WATER.ORG TO PROMOTE LASTING SOLUTIONS RATHER THAN A QUICK FIX.







**Matt Damon has taken his tough-guy, action-hero character off the screen and chosen to tackle the ultimate global threat – lack of clean water. To Damon, water sanitation is an enormous problem but it’s also one that has solutions that simply are not being implemented. Frustrated by what he saw on his travels in developing countries, he realized that practical solutions already existed – the issue just needed some attention. Water.org was cofounded by Damon and Gary White in 2009, the result of a merger between two pre-existing organizations: WaterPartners and H2O Africa.**

“A child dies every minute from a water-borne disease,” says Damon. “This is a problem we, here in the West, solved over a hundred years ago. To put this in perspective, imagine if we cured AIDS or cancer tomorrow and in 100 years from now children were still dying in the millions from curable diseases. It really is unconscionable.”

Lack of clean water affects about 2.6 billion people on the planet. In addition to the obvious health concerns, Damon is of the opinion that we cannot solve poverty without first solving the water problem. He’s no armchair critic either, having seen the water crisis first-hand by meeting with people in a number of different countries affected by the water crisis.

“Two years ago in Ethiopia, I was sitting over a hand-dug well and watching these children pull water out of this filthy hole. The



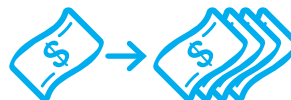
Every minute a child dies of a water-related disease.

**140 million**

Hours spent every day by women and children collecting water.



One in nine people lack access to safe water.



For every US\$1 spent on water and sanitation there is a US\$4 economic return.

**82%**

of those who lack access to improved water live in rural areas, while only 18% live in urban areas.



**842,000**

Estimated amount of deaths globally every year due to diarrhea caused by inadequate drinking water, sanitation, and hand hygiene – approximately 2,300 people per day.

Diarrhea is the fourth leading cause of child death, a majority of which are water-related.



Only 64% of the world’s population has access to improved sanitation.

water basically looked like chocolate milk,” says Damon. “We put a shot up on our website of a clean bottle of water next to one of these bottles of water to give people an idea of just how filthy the water was.”

Seeing these kids collecting dirty water in containers so they’d have something to drink during school deeply affected Damon. Talking to some of the villagers revealed that a number of children had already died in the area from drinking the water.

“They were aware of the dangers, but they didn’t have a choice,” he says. “To be standing there watching these little kids, the same age as my four children, smiling and drinking something that could make them very sick or kill them was a very disturbing moment.” A colleague looked at him and said, “I know, you just want to smack it out of their hands, don’t you?”

“To stand there knowing there is clean water 20 ft. under your feet and those kids just can’t get to it was just unbelievable. It had a pretty big impact on me,” says Damon.

What resonates most with Damon is seeing people living without clean water and being forced to spend their entire day scavenging for a basic commodity that will see them survive another day. Many people around the world are in the grip of a crippling cycle of poverty, a death spin that they can’t possibly get out of, and Damon has seen lives change completely when clean water suddenly became available.

“It wasn’t so much children surviving, but also about their hopes and dreams going forward, a chance at a real life, of getting an education,” says Damon.

“As a guy who has four daughters, this is also a huge issue for women and girls. Girls in many countries often have to leave school to go and find water and it ends up having a huge impact on the quality of their lives,” he says. With women and children spending 140 million hours a day collecting water and a child dying every minute somewhere from a water-related disease, there wasn’t a minute to spare.

Damon is a realist and acknowledges there’s never going to be enough charity in the world to solve the water problem. “You are never going to dig enough wells. That’s not the way to do it. What you really need are smart solutions,” he explains. One of these smart solutions is Gary White, who pioneered a venture called WaterCredit. Using the ideas behind microfinance, White leverages small



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loans for people to be connected to a clean water source.

Through pure observation White realized that in many slums, the municipality was pumping water right through a neighborhood to a single communal water source. This meant that residents would need to walk half a mile and sit in a line of people waiting to fill jugs and containers to get water. Most of these people had jobs and fetching water was eating away at valuable time needed to earn an income. "Gary figured out that the cost to directly connect to the water source was US\$75. If they could secure a loan for this amount, they could connect a pipe right into their house," says Damon.

The business relationship between Damon and White has worked well so far, with WaterCredit having approved more than 443,934 loans and Water.org investing US\$10.6 million in WaterCredit. A plastic well system they've developed has driven the cost of clean water down from US\$25 per person for life to US\$7. WaterCredit has also estimated that for every US\$1 spent on water and sanitation, there is a US\$4 economic return.

"We underwrote a lot of these loans initially, working with local partners in the communities," says Damon. "They were so successful that we've now moved out of the way and let commercial capital come in to take our place." Damon once sat with a branch manager at a bank in India who told him, "I'm going to call every branch manager in India and let them know that these are really great loans, because they pay back at such a high rate, we're being introduced to a new level of customer."

Damon sees his work as a catalyst for others to pick up on. "The mistake a lot of people make is that they're looking for a


magic bullet. The solution is never going to be one thing. The water crisis is too big and complex and there are going to be different solutions, depending on local conditions," says Damon.

Water.org's approach is different from that of other NGOs and charities that create short-term solutions. "It's not just about digging a well, or a paternalistic approach of 'come, leave a well and get out'," says Damon.

"It's about engaging the local community. In Ethiopia I saw people drinking filthy water alongside this incredible, state-of-the-art well that an Indian NGO had put in 10 years before. But it was broken and there was no one who could fix it, or even the parts if they could.

"Don't get me wrong, we need the well-meaning part of people wanting to help, but it's about smart solutions. We all need to take ownership of these programs, because all solutions are local and you need to engage the local community to make it effective."

Damon and White have a pretty ambitious mission statement. They envision a world in which everybody has access to clean water and there are billions who don't.

"We genuinely feel we can solve this problem," says Damon. "It starts to get exciting when I walk down the street and people come up and want to talk about this stuff. It feels like we're approaching a tipping point where enough people say 'enough' and take action. We're getting close and once we get there, things are going to move very fast," he says. 

 [Get the extended story and more at www.realleaders.media](http://www.realleaders.media)



*“I think it is fair to say that Madiba had very good judgment and in Graça he found a partner worthy of his own incomparable soul.” - Hillary Clinton*

# *Building Love, Breaking Barriers*

Nelson Mandela left us in 2013, but his wife, Graça Machel, remains an endearing symbol of his generous spirit and leadership. She’s still hard at work in Africa, promoting a vision she shared with Mandela – that we can achieve anything when we work collectively rather than individually.

*By Grant Schreiber*





Nelson Mandela and Graça Machel on stage during the 46664 Concert In Celebration Of Nelson Mandela's Life held at Hyde Park in London, 2008

**G**raça Machel has played an historic role in two African nations, Mozambique and South Africa. After her marriage to former

Mozambique president Samora Machel ended after a fatal plane crash in 1986 she married again in 1998. This time, to an iconic figure who possessed the same values and visionary leadership that she held dear – Nelson Mandela. An historic situation arose that made her the first woman in history to have been the First Lady of two different countries.

In true generous spirit, Mandela gave the world a gift on his 89th birthday when he announced the formation of The Elders – a group that includes Kofi Annan, Jimmy Carter, Desmond Tutu and nine other notable individuals. The Elders work globally and describe themselves as “independent global leaders working together for peace and human rights.” The goal Mandela set for The Elders was to use their almost 1,000 years of collective experience to work on solutions for seemingly insurmountable problems, such as climate change, HIV/AIDS and poverty, as well as to use their political independence to help resolve some of the world’s most intractable conflicts.

Machel has led The Elders’ work on child marriage, and was the founder of Girls Not Brides: The Global Partnership to End Child Marriage. Not satisfied with settling on the title First Lady, Machel embarked on humanitarian work that took calculated risks to achieve results. She has challenged the status quo business-as-usual mentality on many occasions while striving to deliver results for women and children.

Mandela had always liked strong women and might be considered the ultimate male feminist. For him, democracy and gender equality were not separate issues. His relationship with Machel created a formidable team that worked together on a global scale for the greater good, despite the onset of old age when many of their peers would have been seeking a more sedentary lifestyle.

There was great respect and affection between them. Hillary Clinton recalled her fondest memory of the couple when she last saw them together: “What I like to remember is the way Madiba’s face

would light up when he saw Graça come into a room or even heard her voice,” she says. “I think it is fair to say that Madiba had very good judgment and in Graça he found a partner worthy of his own incomparable soul.”

It was also a relationship forged on shared values and struggles. When Machel lost her first husband, Madiba wrote to her offering condolences and she replied, “From within your vast prison you have brought a ray of light into my hour of darkness.”

A schoolteacher turned freedom fighter, she served as Mozambique’s Minister of Education for nearly 15 years. Under Machel’s leadership, primary school enrolment increased from only 40 percent in 1975 to more than 90 percent of boys and 70 percent of girls by 1989.

At the height of the recent financial crisis, she listened to talk of restructuring the financial system and analyzing what had gone wrong. She called a group of young people in the financial sector and said, “Look, moments of crisis are moments of opportunity.”

From that sentiment, Machel started a powerful network of African women in finance that has already held three summits attended by ministers of finance, along with the CEOs of the largest financial banks and institutions on the continent.

“We now have huge support from the African Development Bank and we engage with women in financial institutions who need to be encouraged to take up leadership positions,” says Machel. “One of the things we’ve succeeded in doing with this network is creating new faces and voices within the financial sector; not only in Africa but within global institutions too. We’re not just trying to change the financial landscape but also to influence the thinking within financial institutions that will bring about more opportunities for women.”

Many organizations talk about how critical health and education are for women, but access to credit, and being able to start and grow a business, is at the core of whether or not women and girls will have economic opportunities. It’s an area that is increasingly being recognized as critical to the development of emerging economies. Machel’s work with The Elders on child marriage and her studies



“One of the things we’ve succeeded in doing with this network is creating new faces and voices within the financial sector; not only in Africa but within global institutions too. We’re not just trying to change the financial landscape but also to influence the thinking within financial institutions that will bring about more opportunities for women.”

on children in conflict may be highly symbolic, but have an important role to play in changing a world where women and children are increasingly the victims of conflict – more than at any time in history.


“The Elders work with countries in conflict in a very subtle way,” says Machel. “We encourage people in an informal setting to look into each other’s minds and recognize that they belong to the same nation.”


The issue of child marriage is a slightly more challenging one, ingrained, as it often is, among cultural and religious beliefs. Machel believes there are situations that allow much to be achieved in this area, but that you need to be strategic. Simple finger wagging won’t work. “I like to use the phrase ‘sowing

the seeds of social change,’” says Machel. “You need to give people incentives.” Rather than moral lectures, Machel believes that by presenting the economic benefits against child marriage, she will have a greater effect.

“We talk about the importance of education and keeping children in school until they complete at least secondary level,” she says. “This is an age when you’re old enough to make a decision on whether you want to get married, to whom and whether you want to have a child. No child of 10 or 14 years old has a body that is ready for marriage and because they are then expected to have children themselves, we highlight the relationship between child marriage and maternal mortality and child mortality,” says Machel. These facts help people

see for themselves the economic short-sightedness of risking the lives of family members for social norms, rather than ensuring their longevity and reaping long-term benefits.

“We need to change mindsets and allow the child to grow and have opportunities,” says Machel. “It’s a long and difficult process and we work with community and religious leaders. Organized religion in Africa has a huge network and through these institutions, we work to protect children from marriage. We are building a new generation of women and also changing the mindset of people – that if a child is born a girl, she has the same rights as a boy.” 

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# HOTTEST KNOW-HOWS TO WATCH THIS YEAR

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The Sustainable Brands® community sits at the forefront of sustainability-led brand innovation. As a global learning, collaboration and commerce community, its mission is focused on advancing the role of brands in shaping a flourishing future. Having grown in size to nearly one million from over 90 countries across the globe, brand leaders from multi-national corporations, disruptive social entrepreneurs, NGOs, academia, researchers, investors and suppliers now connect and collaborate on issues and ideas that propel the shift towards a sustainable economy.

This year, Sustainable Brands unveils how business leaders can successfully innovate their brands for sustainability now. As the economy shifts, the demand for new products,

services and business models that deliver purpose and profit continues to soar. With this in mind, Sustainable Brands polled community leaders - the 'SB Vanguard' - on a variety of issues pertinent to the evolving landscape and asked, "Which leading-edge, practical tactics and tools do you expect to shine in 2015? What are the hottest types of know-how to watch this year?"

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Attention is the ultimate commodity. It's not just about content (getting the right story), it's about context — getting the right story tailored for the right environment — which will lead us to winning new hearts and minds. We need to create and keep creating multiple executions of our stories to give ourselves the best chance of breaking through the clutter. This will require smart agency, PR and media planning partners to help brands and businesses know how to meet their audiences in different ways.

— COLEMAN BIGELOW  
Global Marketing Director, Johnson's & Aveeno Baby, Johnson & Johnson

Companies need to double-down on authenticity, yet remain humble with their values. Brands will need to be radically transparent and weave that transparency into all communications — doing it during the ideation process will be key. At the end of the day, consumers know that every brand can't be everything. I've always believed that leaders need to identify one core mission and do it very well.

— NEIL GRIMMER  
CEO & co-founder, Plum Organics

Transparency in the supply chain: We see more and more supply chain sustainability policy commitments by the Fortune500 in form of 100 percent sustainable palm oil, FSC-certified pulp and paper, and LCA required by the Top 100 suppliers.

This is promising, because it requires all parties to open up and shift towards radical transparency. The problem today is that despite all the efforts, 'mainstream' decision-making is still based on price and performance. But this will change by CEOs making public commitments and therefore triggering a top-down approach within their organization.

— THOMAS ODENWALD  
Senior Vice President & Chief Strategist, SAP

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## HARNESSING THE ESSENCE OF LEADERSHIP

JIM HART (WPO SOUTHERN CALIFORNIA), PRESIDENT AND CEO OF CULTURE-SHAPING FIRM SENN DELANEY, A HEIDRICK & STRUGGLES COMPANY, HAS SPEARHEADED COLLABORATIVE UNIVERSITY RESEARCH OVER THE PAST FIVE YEARS TO BETTER UNDERSTAND WHY SOME LEADERS ACHIEVE SUCCESS WHILE OTHERS DO NOT. ARE PEOPLE BORN WITH LEADERSHIP SKILLS, OR AS HART BELIEVES, IS LEADERSHIP A SCIENCE THAT CAN BE TAUGHT? IN FACT, THEIR STUDY DEMONSTRATES THAT BY EXAMINING KEY CHARACTERISTICS AND MATCHING THEM TO THOSE OF HIGH-PERFORMING LEADERS, A PICTURE OF PREDICTABLE FUTURE PERFORMANCE WILL EMERGE.

**A**s the recognized international authority on organizational culture shaping, Senn Delaney, a Heidrick & Struggles company, has demonstrated that active intervention and analysis are key ingredients in creating high-performing leaders. Senn Delaney's CEO and president, Jim Hart, is continually examining the key characteristics of high-performing CEOs and leaders.

Hart began collaborating with professors at Stanford, USC, UC Berkeley and the University of Michigan Graduate Business School in 2009. He was convinced that studying the key characteristics of high-performing CEOs and leaders could reveal a hidden formula. "We set out to answer a common question: Why do some leaders seem to struggle while others seem to thrive and lift their organizations to outstanding levels?" says Hart.

For the next five years, the research team gathered comparative data. Hart's theory was ultimately proven right. Their comprehensive study resulted in a predictor index that measures key leadership competencies, accurately predicting future performance that is superior and sustainable. They also scored a first when the *Harvard Business Review*, recognizing their accomplishment, published articles by a Stanford professor involved in Hart's study this past fall, validating Hart's findings and creating new insights around leadership and success.

Thirty-five years of working with leaders of Fortune 500 and Global 1000 organizations certainly helped Senn Delaney in its quest to validate what was showing up over and over in working with organizations and leaders. "We identified three key principles that, once learned and

implemented, allow the behaviors of a high-performance culture to show up," he explains. "We call this next evolutionary step in business leadership 'Thriving'."

Many people find that work depletes them. Hart has focused on capturing those times of energy – when people are energized and living at their best. "Thriving is a breakthrough model grounded in evidence," he says. "It enlivens individuals and groups and helps achieve goals."

This is how it works. Much like a three-legged stool, it balances three psychological states of mind. These three core principles manifest in people through their feelings, attitudes and behaviors. Hart has compiled these into a short checklist. The first, vitality, relates to people displaying aliveness, enthusiasm, energy, vibrancy and well-being. The second, having a learning mindset, fosters creativity, curiosity, a sense of growth, development and a desire to become consistently better. The third principle, direction and purpose, is observed among leaders who have a sense of clarity, alignment and personal vision.

"There should be no difference in applying these principles across your home and work life," says Hart. "They provide a common reference that is unrelated to personal preference, history or style."

When Senn Delaney interviewed leaders who displayed the characteristics of "super-thrivers", it discovered an interesting phenomenon – these leaders all balanced the three principles, almost unconsciously, and applied them to their daily lives. "We discovered that people who operate within these three core principles consistently performed within the top 10 percent," says Hart. **RL**

# Are you a thriving leader?

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HEIDRICK & STRUGGLES

# PEETA PLANET: DON'T BE A TOURIST. BE A SOCIAL TRAVELER.

Two brothers from Dubai are on a mission to breakdown social barriers. Wearing traditional Arab clothing, they've already traveled to 24 countries and reached 50 million viewers with their travel show *Peeta Planet*. They never plan their trips either, choosing to wait for their social media followers to tell them where to go. If you don't believe us, just tweet them.

➔ **The hashtag #MyDubai Trip** is a social travel series that documents the journey of some of the most influential Instagrammers from around the world as they experience Dubai. The twist? Their itineraries are thoughtfully curated and crowdsourced from several of Dubai's renowned social media personalities.

The idea originated from an unlikely source – brothers Mohamed and Peyman Parham Al Awadhi – who, rather than treading the tired, overdone tourist trails, interact with their social media community to practice “social travel” – traveling through the eyes of local people. This uncovers new and exciting destinations and gives fresh insights into a locale's culture. The creators and hosts of *Peeta Planet* were recently approached by the Dubai tourism authorities to draw upon local knowledge and transform residents of Dubai into advocates of tourism for their city. It was a revolutionary idea and by leveraging *Peeta Planet's* expertise in social travel, the brothers used social media channels to crowdsource daily itineraries for the series, based on what a local resident would recommend for incoming visitors. Forget the stuffy guide books – *Peeta Planet* has arrived.

Their rise has been meteoric and they're currently being hired by governments wanting to use their social media community to raise awareness for tourism. Their show is now an international, award-winning travel series broadcast to more than 50 million TV viewers across the Middle East. They've also become ambassadors for U.K. tourism and are currently working with the biggest Instagram tourism company in the world in conjunction with the Dubai government.

The televised travel series follows the two brothers as they visit countries around the world – with journeys being chosen through the recommendations made by their followers on social media. However, it wasn't always such fun.

Mohamed and Peyman began with a Shawarma restaurant in the U.A.E. in 2009, which they closed after just three years. Shawarma's are one of the most popular sandwiches in the world, and Mohamed and Peyman thought they couldn't go wrong with a personalized version of this popular meal – shedding the high meat content and replacing ingredients with healthier alternatives. They were riding high on an emerging global trend that celebrated healthier lifestyles and eating habits. They also had Peyman's hotel school training to fall back on. But as Peyman began to realize, “Operating a restaurant business on a daily basis is a very different beast from doing hotel management studies.”

Looking back, the brothers realized they had underestimated the

## #MyDubai

Astounding data from the first year of the initiative's launch:

**2,5 million**

Images and videos shared on Instagram, with 8 million likes and 65,000 comments

**2 billion**

Tweets of #MyDubai, with half a million mentions

## Peeta Planet

**13,000**

Followers on Twitter

**50 million**

Homes broadcast to across the Middle East on Dubai One TV

**5,000**

Subscribers to their YouTube channel





complexity of running a restaurant and had overextended themselves by adding too many options to their menus. Yet in the planning stages, quite by chance, they discovered they were very good at something else. Five months into planning their restaurant, and still six months away from opening their doors, they received an email telling them that they'd won a prize for the best sandwich in the U.A.E.

Without any marketing budget to spend on traditional outlets such as print, radio and television, the brothers had been early adopters of social media marketing and had started a Twitter account. Mohamed recalls thinking that Twitter was the ideal platform for starting a conversation with future customers and a way of building brand awareness. With fewer than 3,000 Twitter followers, they created such a buzz online that people actually believed they had the best sandwich in the country, before they ever made a sandwich! It was an eye-opener to the power of online communities.

"We set up our social media as a way of sharing our daily experiences as new entrepreneurs," says Mohamed. "Every day we tweeted and posted. We didn't say we had the best sandwiches in the world, we didn't say how awesome we are or how much younger you'd be if you ate our food. We didn't tap into people's insecurities either. We just told our stories."

On the day they finally opened they had a line of people queuing down the road, all keen on trying a sandwich they'd been hearing about online for 10 months. Peyman remembers not having any Shawarma available on the first day, only really bad coffee.

"It was amazing," says Peyman. "We still had a packed house. Our followers still came to drink our bad coffee! They even told us it was bad and we openly admitted it online. Our customers believed in us, though, and for the first time we demonstrated that a business and its customers can become powerful collaborators and partners instead of being divided – like in traditional consumer business models. It also made us realize that we hadn't actually built a Shawarma restaurant – we'd built a movement, an organic ecosystem and

a community that people wanted to be part of. We thought we needed much more money than we actually did so we were overfunded," says Mohamed. "We started to use money to solve operational problems. That is an easy way out and the wrong way to do it."

The legacy of living and working in Dubai during the late 1990s had also contributed hugely to the assumption that a business should expand quickly. Dubai's overheating property market and the massive infrastructure developments that were being put in place at an enormous rate carried them along at an artificially hurried pace. "We thought, 'if the government can do it, we can also do it' – so we did in three years what we



The Al Awadhi brothers take *Real Leaders* to heart.

should probably have done in a decade," says Peyman. "A year and a half into our venture we realized what we'd done, but we'd already built this monstrosity of a business which we couldn't manage." Social media, however, loves fast, chaotic growth and unbeknownst to the brothers their lives and business were about to transform in a big way.

A month after opening the restaurant, the brothers needed a well-deserved break and asked their social media followers for advice on a holiday destination. The reply came back: Sri Lanka. "Along the way, we were guided to new and amazing places by our social media followers," says Mohamed. "Places we would never have dreamed of if they hadn't told us about it. When we returned to Dubai people said it was if they were traveling with us. That's when we had our idea."

They approached a media company in Abu Dhabi with the idea for a TV show that was completely driven by social media, no script. They managed to secure a small budget from the skeptical media company to shoot a pilot. Halfway through filming, the same media company contacted them and said they could already see the results via social media, and offered them a full season on their network.

"Our restaurant business was going through tough times and we were struggling," says Peyman. "But we suddenly realized that it was OK to change from selling sandwiches to making a televised travel series. We wouldn't lose our customers – people still wanted to consume our product."

And so *Peeta Planet* was born, with the same online community that queued for their Shawarmas. Their main audience is still the Middle East, with the U.A.E., Saudi Arabia and Egypt their strongest markets. The brothers have traveled to 24 countries in the last two years, whipping up huge interest among their followers for their chosen destinations.

"Part of success is knowing what you can and can't do, knowing what you're good at and what you're not good at," says Peyman. The brothers wear their traditional Arab Thobe robes and Keffiyeh headgear everywhere and are acutely aware of the reaction they get in certain parts of the world. It's all part of their strategy to break down social barriers. "Most people in the West see Arab countries in a predominately negative light and a lot of the cities we visit have people who see our dress for the first time," says Mohamed. "It's very important for us to wear traditional dress. We're one of the few countries in the world where people wear traditional clothing on a daily basis. This is how we dress when we go to work and we want people who wear similar clothing to be able to travel without being afraid. On the flipside we want everybody else to see that, despite how we dress, we are the same on the inside. We love the same things and we love the same music. We even love Kanye West." **RL**

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# Africans Don't Need You

WHAT DOES THIS 25-YEAR-OLD KENYAN KNOW THAT CHARITIES WORLDWIDE DON'T?

**W**hen Chelsea Clinton wants to be inspired she looks at one of the six young women she has featured on her blog. One of them is 25-year-old Peggy Mativo from Kenya, who founded Promoting Access to Community Education (PACE), a movement of volunteers who serve as teaching assistants in understaffed schools in slums and rural areas. Since January 2013, they have collectively done 20,000 hours of service and improved the scores of students substantially. Mativo also founded the PanAfrican Scholars programs, an online mentoring platform that connects African students with student mentors in the U.S. who give them advice.

At the last Clinton Global Initiative Clinton and Mativo spoke about problems facing young people, service leadership and long-term leadership. They agreed that Africans need to



initiate and lead solutions to Africa's problems. "We can't sit and wait for solutions to come from the West," says Mativo.

Inspiring more young people to give back and finding ways to solve multiple problems at the same time also formed part of the discussion. One of Mativo's strategies with PACE is to solve Africa's teacher shortage and unemployment problem as one issue instead of two separate challenges. "You can look at a problem as an interconnected network of influence," says Mativo. They discussed the Westgate Mall attack in Nairobi, and recalled young people doing blood drives, with public service vehicles letting these

blood donors travel for free – a non-monetary contribution, but a contribution nonetheless to the bigger solution.

Mativo is not daunted by the challenges she sees in her home country. She is reminded of a Swahili proverb from her childhood: "If you want something that's under the bed, then you have no other option than to bend and root for it."

PACE currently has more than 165 teaching assistants reaching about 6,500 kids. The surprising fact: assistants range between 17 and 24 years old, many the same age as their students. The aspirational aspect to the young students is huge, realizing that they cannot blame their failings

entirely on their age.

"We're also thinking ahead 20 or 30 years to those who will lead the country," says Mativo. "They need to be people who are aware of grassroots problems and have helped solve them. One of our teaching assistants, Anneke, has started an English reading club at her school while studying economics at university. If she one day becomes a leading economist in Kenya with a large budget to spend, there's a good chance Anneke will prioritize spending on education. Plugging pro-education people into the leadership pipeline is a long-term strategic goal," she says.

Another forward-thinking

strategy was spending two years learning Mandarin. With China moving aggressively into Africa – investing heavily and looking for returns – she wants to become part of the emerging economic opportunities and promote beneficial Sino-African relationships.

A former president of the Coca-Cola Africa Foundation, Dr. Susan Mboya-Kidero, is one of Mativo's mentors, who has taught her to "deliver on time and keep your word." Mativo will need this advice as she has been accepted to Harvard Business School for 2016. 

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# Want To Save The World? Start Thinking Like Thomas Edison

ONE EIGHTH OF THE WEALTH OF THE WORLD CAN BE TRACED BACK TO THE IDEAS OF THIS PROLIFIC INVENTOR. ONCE NAMED BY *LIFE* MAGAZINE AS THE SINGLE MOST IMPORTANT INDIVIDUAL IN THE PAST THOUSAND YEARS, HOW DID EDISON CREATE THOSE 'LIGHT BULB' MOMENTS – BEFORE THE LIGHT BULB HAD EVEN BEEN INVENTED?

**We've all heard** of Thomas Edison, the iconic inventor, businessman and game changer, regularly mentioned alongside other great minds such as Henry Ford, Steve Jobs and Albert Einstein. During his lifetime, he created some of the world's most famous inventions, such as the light bulb, and began industries that have matured into multibillion-dollar enterprises today, such as playable (on-demand) music, which many would be unable to live without nowadays.

After a slow start at school, largely related to his family's limited resources, Edison discovered his talents as a businessman. His entrepreneurship skill was inherited from his father, a carpenter, shingle maker and land speculator. His mother, a schoolteacher, opened his eyes to the world by teaching him, "how to read good books quickly and correctly," as Edison later recalled. As an adult, Edison was a voracious reader, and his ability to process large quantities of printed information contributed greatly to his success.

By the time he retired, Edison had founded 14 companies and planted the seeds to what would become General Electric, one of the biggest publicly traded companies in the world. At age 21, he had already patented the first of 1,093 inventions in the United States. Edison did not simply set out to build a better candle; he wanted to find a whole new way to illuminate the darkness. That's

the type of vision a real leader has.

"As a measure of how Edison changed the world, consider this," says John Keegan, President and CEO of the Edison Innovation Foundation. "When he was born in 1847, there were no industrial research laboratories, no phonographs, no motion picture cameras and no electric power systems, let alone a practical electric light."

When he died in 1931, *The New York Times* estimated the value of the industries based on his inventions at more than US\$15 billion. His inventions made the modern age possible.

It wouldn't be inaccurate to portray Thomas Edison as a forerunner of recycling either, particularly in respect of his inventions. He used state-of-the-art research and created a development center to improve his old inventions and create new ones. Today we live in a somewhat sanitized and risk adverse 21st century, bound up in regulatory red tape, with lawsuits in hot pursuit of any company that builds on the innovation of others. While many have criticized Edison for taking too much credit for much of the innovation developed by his teams, he was nonetheless a forerunner in creating collaborative development – a concept that is looked on today as a vital, and good, business practice.

Let's start with one of the most important factors that influenced Edison – the times in which he lived. The late

18th and early 19th century was the era of the industrial revolution in the United States and around the world. Numerous scientific discoveries were being made and becoming more important in people's lives. Someone with mechanical abilities and scientific discipline – such as those that Edison possessed – had the opportunity to invent or improve on many needed devices, effectively solving the social needs of the time.

While he was certainly an ingenious scientist, Edison had a much grander entrepreneurial vision than other solo inventors of his time. His manufacturing and business endeavors led to enormous success and were the driving forces behind much of his scientific decision-making.

From the 1870s through the 1920s Edison's laboratories at Menlo Park, New Jersey, combined knowledge, resources and talented collaborations to turn ideas into commercial products. His laboratories introduced new products on a regular basis and his invention formula shifted from talented individuals working alone to organized groups working in laboratories established specifically for industrial research and development. Diversifying the products in these laboratories allowed Edison to apply ideas and concepts from one invention to another, which also helped to minimize marketing risks. Edison was a master at creating solutions through



highly organized think tanks. Rather than waiting for the answer to present itself, he embarked on an aggressive process of investigation to flush out an answer that he knew must already exist somewhere. His very pragmatic approach and the dismissal of romantic ideas around inventors of the day had him assert that problem solving was no accident: “It is too much the fashion to attribute all inventions to accident, and a great deal of nonsense is talked on that score,” he said at the time.

“Edison operated on an international scale before the modern globalization of the world’s economy,” says Keegan. “He manufactured and marketed his inventions around the world, in Europe,

North and South America, and Asia. Heavily reliant on globally sourced raw materials and skilled workers, he was also influenced by the ideas and concepts of an international community of scientists and researchers and, in turn, a global public that eagerly awaited his latest invention.”

Edison’s experience as an innovator is as relevant today as it was more than 100 years ago. He devoted considerable attention to the questions all innovators face in modern times: Which products should I develop? How should those products be designed, manufactured and marketed? How do I raise money to support research and development? How do I respond to competition and

changing markets?

But what made him stand out as a *successful* innovator? Diversity across a range of interests, the pursuit of research across many different fields, drawing on past experiences and solving new problems were some of his greatest strengths. He combined a dual persona: the mythic, larger-than-life “Wizard of Menlo Park” – a tireless heroic inventor who gave us light, sound and moving pictures – and the lone innovator who spent his life solving technical problems in laboratories, and creating companies to manufacture and market new technologies. One could not have existed or been so successful without the other.

Bill Gates has attributed Edison as

## Various biographies of Thomas Edison provide hints at the personality traits and work habits that made him a great inventor.



**Curious about technical matters:** He was intensely curious about technical matters. He wanted to master technical skills and the new technologies of his age. He felt the challenge to invent devices or improve upon them. This insatiable curiosity led him to branch out into fields ranging from metallurgy to plastics and, eventually, the triumphs of the electric light, sound recording and literally hundreds of other inventions.



**Competitive:** Edison was highly competitive. Many of his projects were competitions with other scientists and laboratories. Not only were potential profits at stake, but also his reputation as the world’s greatest inventor.

**Ambitious and hard-working:** Edison was highly ambitious and obsessive. He was able to concentrate intensely and for long hours on achieving a goal or solving a problem. He put in 16-hour days fulfilling new contracts. Even at age 65, Edison still worked a 112-hour week. Edison would often take ‘cat naps’ throughout the day, allowing him to spend long hours in the laboratory. His slogan was: “Genius is 1 percent inspiration and 99 percent perspiration.”



**Meticulous in his work:** Edison was precise in his planning. He would make careful drawings of his ideas and inventions. He also kept detailed records of his business ventures. Starting when he was 20 years old, Edison recorded in notebooks his growing body of experimentation.





a key inspiration in his career and, as an innovator himself, was quick to recognize the practicality that must exist to resolve world problems. “Edison was a very practical person,” says Gates. “He learned early on that it wasn’t enough simply come up with a great idea in a vacuum; he had to invent things that people wanted.” The same might be said today of pressing social problems that need urgent answers.

It wasn’t always easy. He encountered a large number of problems along the way. He once famously said, “I haven’t failed. I’ve just found 10,000 ways that won’t work.” However, he learned to *pivot* on problems and his ideas, *recycling* them into other products and successes

for which they weren’t first intended. While we currently obsess about glass, paper and plastic recycling, many forget that ideas, too, can be recycled.

“Just because something doesn’t do what you planned, doesn’t mean it’s useless,” he once said. If you nurture the ability to pivot on projects and ideas, you’ll not only save time but might also produce something better than you thought possible.

Perhaps one of the most telling characteristics of Edison was his work desk, still preserved intact at the National Historic Park Museum in West Orange, New Jersey. Of the many cubbyholes above his work area is one marked “new things” in neat

handwritten letters and filled with folded papers – proof of his irrepressible interest in the next big idea.

“If he were alive today, he would be on the cutting edge of innovation,” says Keegan.

While Edison shifted our awareness of the world, connected us all for the better and put the planet on an industrious path that has made our lives easier, he would no doubt look at our current pressing economic challenges and repeat what he told his colleagues more than 80 years ago: “There’s a better way to do it. Find it.” **RL**

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**Business sense:**

Edison recognized business opportunities, was an entrepreneur, a promoter and an organizer.



**Able to organize:** An important trait of Edison was that he was able to organize and get people to work for him. He had a genius for assembling a team of men totally dedicated to his goals. He was able to convince others to back his projects or to join his team, even before the invention of the phonograph made him world-famous. His main method for developing an idea was to hire the best engineers and scientists in the field to do the work for him.



**Visionary and saw needs:**

Edison was a daring visionary. He saw the future in the new technologies of the day. He also saw what companies needed in technical improvements, and he sought to provide those things with his inventions.



**Promoted to get funding:** He was a great promoter of his ideas. For example, he used his breakthrough in making a usable incandescent light to promote using his system of providing electrical power. Edison also knew that in order to develop his ideas he had to raise money or get financial backing. One strategy he had was to ensure he made the front pages of the newspapers.

# BREAKING NEWS: WE NOW BROADCAST PROPAGANDA, MARKETING, LIES, GOSSIP ... EVEN NEWS

Do I want news to educate or validate me? If this man's answer upsets me, it will prove his point.

**D**uring the recent Ferguson, Missouri riots in the U.S. after the fatal police shooting of Michael Brown, only one news presenter bothered to ask a protester why they were burning down their own buildings. Benn Swann, the founder of the Truth In Media project, believes that many media outlets are not interested in telling the truth, but are rather too guided by business and political interests behind the scenes. Picking on mostly controversial topics, the two-time Emmy Award winner believes in digging deep and asking uncomfortable questions. He believes that journalism in its purest form is a higher calling and at its worst is nothing more than propaganda and a distraction for the masses.

He's been a reporter, photographer, bureau chief and anchor for KFOX-TV, Fox 19 News and RT. Now an independent news reporter, Swann has adopted social media and online video, including Netflix and Hulu, to get his message out. His 10 million views in 140 countries indicate there must be some truth in what he does. He spoke to us about what is wrong with the news and how it's being reinvented.

### *Is Internet broadcasting the future of news?*

Absolutely, I don't think it's the future of just news; it's the future of all media. Eventually we're going to see a convergence of television and cinema. I think most of the traditional TV broadcast news stations around the U.S. realize that's happening as they're watching their viewer numbers drop every year. Cable news knows it's happening; they haven't seen growth in around 12 years. No one's really sure about what it will become over time, though.

Because of the acquisition of so many different media types and their bundling into just one or two corporations, I think there's a danger of seeing online media becoming limited. We're going to see some major shifts around who's posting content and how viewers, listeners and readers are able to access that content. The future of the Internet is very unclear and might unfortunately become what the big media companies decide to do in this space.

### *Social media has a huge influence on how we all receive our news. How are you approaching social media in a unique way?*

In the past, media outlets essentially created content with a shotgun approach to try and hit as many people as possible that might be interested. With social media, you can target groups of people who have already expressed interest in certain subjects, and in very specific geographic areas.

We've built a network of different pages that reflect interests in different areas and try to utilize those as channels for our stories. For example, when I was in Ferguson, I didn't take a story about what activists were doing and push it out at older American Caucasians who typically watch Fox News. But simultaneously, I might also do something for the typical Fox News viewers that might interest them. Social media allows



micro targeting of many different groups which, in the past, traditional media has not had the ability to do.

***To what extent should governments and large corporations dictate what we hear and see?***

It's more a question of what you do about the fact that they do control what we hear and see. I don't have a problem with governments putting information out to people because governments also have a point of view and access to information that the rest of us don't have. My issue is when there is collusion between governments and media organizations to frame or shape a story. Throughout history, governments have engaged in some form of propaganda but that doesn't mean it's always a bad thing. Unfortunately the term suggests that it's all negative but it's not always bad when a government expresses itself or tries to inform the public about something.

***Are the people who foot the bill the people who dictate the agenda of the news we hear? What alternatives are there?***

We have sponsors who pay for some of the work we do and I have no problem with that. Someone has to pay for all of it, whether it's a government, corporation or advertiser who places its products on your channel. They obviously have a focused point of view that protects and builds their brand. For example, an apparel company is not going to pay to create content around sweatshops that may be associated with them, so the challenge for media outlets is how independent they're prepared to be.

A solution is to have transparency about who owns news corporations, who is connected to these media entities and the influence they have. I've been doing a lot of work lately with RT America that is funded by the Kremlin. I don't have a problem with who funds it and the fact that part of the Russian national budget goes towards creating this content. It's better for me that RT is upfront about the Russian government putting money into a media company because the public is then aware of their point of view. Not to say that it's my point of view, and they've never tried to influence my content, but they do clearly have a point of view.

***When you do a story, how do you approach it in a way that is as open-minded and balanced as possible?***

Many times you hear people use the word balance. Fox News is responsible for how many Americans use this word because they see balanced as getting someone from the left and someone from the right and hearing both sides of the story. Both sides of the story is a disingenuous phrase because it indicates that there are only two sides to a story when virtually every story has multiple sides.

We have a slogan "humanity is greater than politics" and with every story we do we look at how people are being affected. You can find 10 different individuals who are affected in 10 different ways and those are all truths. One is not more truthful than the other.

***How do you choose your stories, what type of criteria do you use for that?***

We don't follow what other news channels are doing. We also look at bringing clarity to stories that we consider misrepresented because the story has become trapped in that left-right paradigm I mentioned earlier. We believe strongly in activism but not necessarily for us to direct it, which some media try to do. We're not trying to control how people become activated; we just want them to become activated in some way.

***What is your opinion on Julian Assange and the other whistleblowers that are currently exposing things? Is this treason or transparency?***

I certainly don't see it as treason. I really believe whistleblowers are some of the most important people in any society because their role should be to hold governments accountable. The problem is that there's such a disconnect between the government and the citizenry and between the rights of the individual, media and government. This has resulted in most media treating whistleblowers as if they are terrible people or traitors. What Wikileaks did was open up an entire generation of people globally to the idea that you don't need gatekeepers in media anymore to get information.

***How do you make this profitable? There's so much free information available online - how do you turn this into a sustainable business model?***

Part of the struggle is finding a foothold that becomes financially viable within the context of traditional channels of media. As much as we can microtarget and reach people easily online, one of the difficulties is finding advertisers who want to connect with it.

We're connecting with some traditional media channels to raise our value online, because even though everything is shifting online, we've still got a long way to go before all the advertising dollars go there too.

People have been trained to view traditional media as being more legitimate, even though most people don't watch or read it. If there's a story that runs in *The New York Times*, it's considered more legitimate than if it was found elsewhere. It's a strange paradigm to try and break through.

***Who inspires you?***

U.S. lawyer, journalist and author Glenn Greenwald has done some great work on civil liberties. Despite hearing some negative personal things about Julian Assange of Wikileaks, I don't think any of that matters. I think you need to look at the fact that he figured out a way that was bigger than himself to change the way people receive information. I'm very inspired by that. **RL**

📄 [Get the extended story and more at www.realleaders.media](http://www.realleaders.media)





**I**s it Greek? Is it Filipino? Is it Brazilian? Is it Middle Eastern? Is it Senegalese? Visit Mazi Mas restaurant in London and you'd be forgiven for being just a little confused over the style of food being served. That's because entrepreneur Nikandre Kopke has decided that female immigrants from around the world deserve a chance at taking control of their lives – all within the same kitchen. And what an incredible gift from the immigrant to their new neighbors – a way to connect their worlds over a delicious meal.

➔ **Kopke's journey** to empowering women and establishing one of the world's most unusual restaurants is personal. She was inspired by her Greek godmother, an immigrant to the U.S., who for 20 years dreamt what many other migrant women dream of – opening a food business of their own. She wanted to open a bakery yet was held back by a typically patriarchal husband who didn't think women should run their own business. Destined to stay home, cook and take care of the children, she never got the chance to realize her dream. As a result of family circumstance, Kopke was sent to live with her as a little girl and became her protégé, learning all the amazing culinary talents that had never left the house. "She was never able to become an independent businesswoman in her own right, yet she would have been amazing at it," says Kopke.

When Kopke moved from the U.S. to London, it was a story she saw everywhere. She volunteered to work in kitchens and migrant centers and met a lot of women who had incredible talent because they'd spent their lives

in kitchens at home, with no outlet for their skills. "I thought what an amazing opportunity this was," recalls Kopke. "It seemed very simple for me to give these women an opportunity, a platform to capitalize on skills they already had. It also cemented the legacy of my godmother, one of the most important people in the world to me."

Kopke is no stranger to multiculturalism. She was raised in New York by a German father and a Greek mother and now lives in London. It gave her a familiarity and strength in identifying with women from other cultures and helped her realize that, essentially, all women shared a similar burden – cast into a role by virtue of being a woman.

Kopke is quick to point out that she despises any suggestion of charity in her work. "The idea of charity goes against everything I'm trying to do," she says. "These women are agents of change because so often women are cast as vulnerable victims, as victims of their circumstances, rather than people with incredible economic potential. They have huge potential to be their own boss, it's just that they've never been given an

opportunity to capitalize on it."

"I have no interest in contributing to this narrative of victimhood, which is so common when speaking about migrant and refugee women. Mazi Mas will never be a charity, because these women are not charity cases. They are aspiring food entrepreneurs."

Mazi Mas has turned the tables on brick-and-mortar stores too. The women do brief, short-term cooking residencies in underused kitchens around London that have been lying dormant, such as a kitchen at a theater. They are pioneering the art of the pop-up restaurant and recycling dormant commercial space into hives of economic activity while offering guests delicious cuisine in an otherwise underserved environment.

Yet, behind dishes such as marinated fish and kare-kare oxtail in peanut sauce lies a deep philosophy on empowering men and women through gender awareness.

"Some of the most amazing initiatives to come out of gender equality have been the campaigns led by men to educate other men on gender issues," says Kopke. "Change in the terminology



Globally there are 111 million female migrants, accounting for 48% of all international migrants

**38 million**

The number of female migrants in Europe, the continent with the most migrants



# IMMIGRANTS FIND A PATH TO YOUR HEART: THROUGH YOUR STOMACH

Would you want to live in a homogenous city that only served one kind of food? How boring!

**24 million**

The number of female migrants in the U.S.A., the country with the largest number of international migrants

In 11 countries, all in Asia, women accounted for less than one third of international migrants, including Bangladesh, Oman and Iran

Source: Department of Economic and Social Affairs: [www.unpopulation.org](http://www.unpopulation.org)





“The idea of charity goes against everything that I’m trying to do. I’m trying to cast these women as agents of change because so often women are cast as vulnerable victims, as victims of their circumstances, rather than people with incredible economic potential.”

we use has been telling. It used to be women’s rights, now it’s gender equality, gender inequality and gender issues that are spoken of. This is symbolic as it recognizes these issues not only affect women, but men as well.”

Kopke is clear that she is retraining people and giving them a platform to use their skills, but funders hear the words “social enterprise restaurant” and stop listening; not that this business model is untried.

Waterhouse Restaurant in London provides skills and training to young people from the surrounding area and was voted runner-up for Best Ethical Restaurant in 2013. Jamie Oliver’s Fifteen Restaurant is probably the most famous example – empowering young, unemployed youth in Cornwall to become the chefs of the future.

Having skilled people at Mazi Mas, who aren’t being retrained and aren’t being encouraged to follow a celebrity chef’s vision (but rather their own) can have its drawbacks. A celebrity chef with massive, existing marketing behind



Kopke (left) foster a collaborative spirit among the women she works with.

them does have its advantages.

Six women from the Philippines, Brazil, Senegal, Ethiopia, Iran and Peru make up the current batch of Mazi Mas chefs, with another 10 busy with the application process. Their individual cooking experience ranges from 10 to 30 years. The restaurant takes inspiration from small family-run restaurants in Greece where Kopke lived as a child and the international variety comes from the diverse experiences of women from around the world.


One night customers are treated to Filipino cooking and the next night Senegalese. “It’s about educating people a little,” says Kopke. “In the U.K., it’s very unusual to have a menu that changes every day, but it should be normal. An ever-changing menu does run the risk of more food waste, but I’m working with women from low-income countries who understand the value of sustainability by not wasting anything. I don’t have to teach them this as it’s already there,” explains Kopke.

Kopke cites New York-based

organization Hot Bread Kitchen as an inspiration that also employs migrant women to produce mostly baked goods. “If they can make a mainstream, commercial success of it then so can I,” she says. “The difference is that I want to make my people visible, not cloister women away in an assembly line out of sight. These are women who have spent their lives being invisible.”

Mazi Mas has a sister organization in Sydney and Kopke is developing plans with people in Italy. The business can scale easily and be replicated anywhere in the world, depending on local labor laws. In the U.K., asylum seekers don’t have the right to work but in Australia they do.

The investment Kopke’s godmother made in her is finally paying dividends and influencing the lives of women from around the world. She never could have imagined that her goddaughter would find the strength one day to break a generations-old cycle of gender bias. “She’s really amazing,” says Kopke. “But with the classic humility many women of her era have, she says ‘Agh, it has nothing to do with me, it only has to do with you.’” **RL**

 [Get the extended story and more at www.realleaders.media](http://www.realleaders.media)



# VISIONARY LEADERS

## LEADING US TOWARD A BETTER WORLD

The *Real Leaders* 2015 list of 100 visionary leaders was chosen with a simple question in mind: Do they inspire us to lead toward a better world? This is not intended to be the "best" 100 leaders and they are not ranked. We wanted to share a wide variety to demonstrate that anyone can be a real leader. The people on the following pages have all achieved remarkable things from simple ideas and, in so doing, have positively changed the lives of millions. We discovered a common characteristic too: Real leaders are not restricted to excellence in business alone, but have a burning desire to create opportunities for others on a global scale. Their insight into the major problems that affect our planet and their simple yet powerful solutions have contributed to a world that increasingly realizes that we need more people like them if our species is to thrive as we add several billion more humans in need of resources.

★ THE YPO-WPO VISIONARY LEADERS ON OUR LIST: #1. Sheryl Sandberg (YPO Barbary Coast N. CA) #2. Evan Chrapko (WPO Alberta) #3. Nancy Aossey (WPO Los Angeles) #4. Thomas Ng (WPO Southeast Asia at large) #6. Marc Kielburger (YPO Toronto) #14. Richard Bergfors (YPO Sweden) #16. Jim Ayala (WPO Philippines) #17. Laura Giadorou-Koch (spouse, WPO Big Apple) #18. Bill Strathmann (YPO U.S. Capital) #22. Dennis Overton (WPO Scotland) #24. Gareth Ackerman (WPO Cape Town) #25. Linda Rottenberg (YPO Manhattan) #26. Peter Ter Kulve (YPO Singapore) #27. Kim Graham-Nye (spouse, YPO Sydney Pacific) #29. Cynthia Cleveland (WPO Santa Monica Bay) #56. Kevin Maggiacomo (YPO New England) #58. Seth Streefer (YPO Santa Barbara) #72. Dr. Naif Al-Mutawa (YPO Mena One, WPO Presidents' Action NOW) #73. Stephanie Sonnabend (WPO New England) #97. Julie Copeland (YPO Philadelphia)

We'd like to add you to our list of VISIONARY LEADERS. Please share your vision, action and quotes of inspiration with us at [www.Real-Leaders.com/vision100](http://www.Real-Leaders.com/vision100)



1 | «  
**SHERYL SANDBERG**  
COO, Facebook



**Vision:** A truly equal world where women run half our countries and companies, and men run half our homes.

**Action:** Demonstrated the ability of women to run global enterprises. Wrote *Lean In* to help professional women achieve their career goals and for men who want to contribute more to an equitable society. More female voices in power will create more equitable opportunities for everyone.

[www.leanin.com](http://www.leanin.com)

*“If everybody spoke about feminism, we’d all be less afraid.”*



2 | «  
**EVAN CHRAPKO**  
CEO, Waste to Energy



**Vision:** Solving the world's energy problems through smart energy means, and solving social problems while you're at it.

**Action:** Ideas are a necessary first ingredient – and the bigger the idea, the better. He's turning municipal sewage into usable methane gas, generating 40 million litres of ethanol fuel per year.

[www.GrowingPower.com](http://www.GrowingPower.com)

*“Leave the world a better place than how you found it. That doesn't mean you can't do well for yourself along the way.”*

3 | «  
**NANCY AOSSEY**  
President, International Medical Corps.



**Vision:** A world where everyone, even the most vulnerable, can live with dignity through access to health care and education.

**Action:** Inspired by serving those in greatest need and training them to build self-reliance. She has witnessed the dramatic impact IMC has when they harness the power of people's potential to help themselves.

[www.InternationalMedicalCorps.org](http://www.InternationalMedicalCorps.org)

*“You gain strength, courage and confidence every time you stop to look fear in the face. We must do what we think we cannot do.”*

4 | «  
**THOMAS NG**  
Founder, Genashtim



**Vision:** To level the playing field globally for marginalized communities, starting with the disabled.

**Action:** A virtual employment ecosystem with people working from the comfort, safety and convenience of their homes in more than 20 locations across eight countries. The disabled make up 80 percent of staff.

[www.Genashtim.org](http://www.Genashtim.org)

*“Why do we spend money that we do not have to buy things that we do not need to impress people who don't really care about us?”*

5 | «  
**KATHERINE GERBER**  
Director, Youth Service America



**Vision:** Youth, service and community coalitions have the power to change the world.

**Action:** When young people have the chance to serve their communities, everyone benefits. YSA has created large-scale mobilization campaigns for young people, made US\$1 million available for grants and has an annual award ceremony.

[www.YSA.org](http://www.YSA.org)

*“Keep standing up for what you believe in. I love people who care about how public policy affects our nation.”*

6 | «  
**CRAIG AND MARC KIELBURGER** Founders, Free The Children



**Vision:** To empower youth to change the world by being active local and global citizens.

**Action:** Since launching their organization as teenagers in 1995, the Kielburgers have provided 45 countries with building projects, built 650 schools and classrooms, distributed more than US\$16 million worth of medical supplies around the world and reached 2.3 million young people with their programming.

[www.FreeTheChildren.com](http://www.FreeTheChildren.com)

*“The change starts within each one of us. And ends only when all children are free to be children.”*

7 | «  
**AUDETTE EXEL**  
Founder, Adara Group



**Vision:** To change the way people think about the role of business, and demonstrate the power of the business/non-profit partnership.

**Action:** Establishing two separate entities that are each allowed to do what they do best – a corporate advisory business and international development organization. One makes money, the other spends it on development.

[www.AdaraGroup.org](http://www.AdaraGroup.org)

*“Real leadership is inspiring others to come with you on your vision.”*

8 | «  
**MICHAEL VAN PATTEN**  
Founder, Mission Markets



**Vision:** To use the power of the capital markets as a catalyst for positive change.

**Action:** Threw his life into his vision with a single-minded purpose, pushing forward in the face of huge setbacks, personal financial hardships and skepticism from friends and family. Has worked within capital markets to take impact investing mainstream.

[www.MissionMarkets.com](http://www.MissionMarkets.com)

*“Consume your life in your vision, make it your obsession and do not think about plan B, but also be flexible as the road is not straight.”*

9 | «  
**LAURA ROBERTS**  
CEO, Pantheon Enterprises



**Vision:** To transform the industrial chemical industry and remove toxic chemicals from the environment.

**Action:** Worked for years in a predominantly male industry to replace harmful chemicals with non-toxic ones. Proved that alternative products without toxins can do the job equally well. Her aerospace paint PreKote has reduced the amount of toxins reaching us by 3 million pounds.

[www.pantheonchemical.com](http://www.pantheonchemical.com)

*“Building a substantial business is the best way to make a significant difference.”*

10 | «  
**MATT PATSKY**  
CEO, Trillium Invest



**Vision:** A world where the capital markets can be used for financial gain while promoting social equity and environmental sustainability.

**Action:** Provides products and services that fulfill the financial, social and sustainability goals of investors. He has purposely surrounded himself with committed people who work to move corporations toward sustainability.

[www.TrilliumInvest.com](http://www.TrilliumInvest.com)

*“Do your little bit of good where you are; it's those little bits of good put together that overwhelm the world.”* – Archbishop Emeritus Desmond Tutu

11 | TYRA BANKS

Founder, Tyra Banks Company



**Vision:** Invest in girls and young women to help them realize their ambitions and discover new possibilities.

**Action:** Established Fierce Capital, which develops and invests in early-stage start-up companies, including firms that are female-led or female-focused.

[www.TZoneFoundation.org](http://www.TZoneFoundation.org)

*“Stop saying these negative things about yourself. Look in the mirror and find something about yourself that’s positive and celebrate that!”*

15 | WENDY RUIZ COFIÑO

Founder, MilknCookies



**Vision:** To encourage entrepreneurship and innovation that contributes to improved lives through design and technology.

**Action:** Created an online game for kids that taught them about recycling. It won recognition from the United Nations, which called it one of the top eight digital developments of the last 10 years.

[www.MilknCookies.tv](http://www.MilknCookies.tv)

*“Women aren’t just waiting to be filled with resources - they’re waiting to put their resources on the table, to lead towards a new world.”*

– Kavita Ramdya

17 | ★ LAURA GIADOROU-KOCH

CEO, Dolium Winery



**Vision:** Imagine if only one percent of students become social entrepreneurs, this world will be a better place for all.

**Action:** Giadorou-Koch works with public and private schools, supporting educators with activities that inspire students to create social enterprises or become changemakers. Her action is based on the documentary [whocaresthefilm.com](http://whocaresthefilm.com).

[www.Ashoka.org](http://www.Ashoka.org)

*“We need people who, when they see a social problem, stop complaining, roll up their sleeves and do something in a big way.”*

12 | FELIPE VERGARA

CEO, Lumni



**Vision:** Making higher education affordable for everyone.

**Action:** Manages social-investment funds that invest in the education of students. In exchange, each student commits to pay a fixed percentage of income for 120 months after graduation. Students and investors are brought together in a win-win partnership.

[www.Lumni.net](http://www.Lumni.net)

*“Investing in the future potential of young people is the worthiest and best investment you can make.”*

13 | DEBBIE LEVIN

President, Environmental Media Association



**Vision:** Consumers can guide the success of corporations by what they choose to purchase. By creating this demand, the consumer controls the marketplace.

**Action:** Working with Toyota, Levin helped position the hybrid Prius as the coolest car in Hollywood – by getting celebrities to endorse sustainable options.

[www.EMA-Online.org](http://www.EMA-Online.org)

*“Business skills can do more than just make money – it can do some real good. It’s important to take risks and be an entrepreneur.”* – Jeff Skoll



14 | ★ RICHARD BERGFORS

President, Max Hamburgers



**Vision:** All people should have the possibility to meet their own needs and given the chance to contribute.

**Action:** Responsibility is a core value incorporated in all business decisions. Diversity is fundamental and staff reflect the mix in society: disabled, refugees and immigrants. A carbon offset program covers the complete supply chain and their menu is carbon labeled to help customers make conscious choices.

[www.Max.se](http://www.Max.se)

*“As we are a part of the problem, we want to be a part of the solution.”*

16 | ★ JIM AYALA

Founder, Hybrid Social Solutions



**Vision:** Scaling-up business solutions to social problems.

**Action:** Pioneered a social distribution company that distributes, services and finances a range of innovative products. Developed a “hybrid value chain” that bridges the gap that separates people and communities from the tools they need to achieve lasting progress.

[www.Hytra.com](http://www.Hytra.com)

*“Harnessing and providing energy means that communication, health and the general quality of life improve.”*

18 | ★ BILL STRATHMANN

CEO, Network For Good



**Vision:** Generosity unleashed: How giving and investing together can unleash capital for global challenges.

**Action:** Leads a digital donation platform, having given more than US\$1.25 billion to more than 100,000 charities. He now aims to distribute US\$10 billion and unleash generosity on a massive scale. His goal is increasing money for good. His organization is an innovative B-Corp that joins non-profit and private equity.

[www.NetworkForGood.com](http://www.NetworkForGood.com)

*“I am of the opinion that my life belongs to the whole community.”*

– George Bernard Shaw

19 | DANAE RINGELMANN

CoFounder, Indiegogo



**Vision:** Raising funds through online crowdfunding to make ideas that matter happen.

**Action:** Made it easy to take an idea, start a campaign and get it funded. A way for people all over the world to join forces to make worthy ideas happen. Bringing dreams to life by allowing people to make their case directly to the public, while mitigating market risk and working alongside traditional finance routes.

[www.Indiegogo.com](http://www.Indiegogo.com)

*“It’s important to empower entrepreneurs, artists and causes to fund what matters to them.”*

20 | PAUL VAN ZYL

Founder, Maiyet



**Vision:** Using the power of markets and entrepreneurship to build peace and reconciliation in the aftermath of conflict.

**Action:** Building peace involved promoting employment and higher profitability in countries with conflict. By founding luxury fashion brand Maiyet, he pioneered a new luxury by celebrating rare and artisanal skills from unexpected places.

[www.Maiyet.com](http://www.Maiyet.com)

*“If ordinary people feel their interests have been neglected, then a peace deal drawn up by elites will quickly unravel.”*



21

**WENDY KOPP**  
 CEO, Teach For All

**Vision:** To channel the energy of her generation for educational equality.

**Action:** Recruited 11,000 Teach For America corps members—all outstanding college graduates and professionals of all academic disciplines—for a two-year teaching commitment in the nation's highest-need urban and rural regions

[www.TeachForAll.org](http://www.TeachForAll.org)

*“Invest in educational development as a long-term force for change.”*



22 | ★

**DENNIS OVERTON**  
 CEO, Aquascot


**Vision:** Long-term business sustainability and a deeper understanding of true profits are key.

**Action:** Realizing that farming practices around the world basically require the same skills, regardless of the produce, Overton combined salmon farming practice in Scotland with plant oil farming in Rwanda to help rural African farmers become self-sufficient and earn more than the national average income.

[www.Aquascot.com](http://www.Aquascot.com)

*“I’m better at what I do in Scotland because of my work in Africa.”*

23 |

**SHERYL WUDUNN**  
 Pulitzer Prize-winning author


**Vision:** To galvanize everyone to use their talents and insights to improve the world as part of their daily lives.

**Action:** Coauthored the book *A Path Appears*, showing that ordinary people can influence change, spread opportunity and improve society. WuDunn believes the markets are the most effective way to offer opportunity. Compassion is another.

[www.APathAppears.org](http://www.APathAppears.org)

*“Hope is like a path. At first there is no path, but as more people walk back and forth, a path appears.”*

— Lu Xun

24 | ★

**GARETH ACKERMAN**  
 Chairman, Pick n Pay


**Vision:** A fairer world where we would work towards both growing the cake and sharing it more equitably.

**Action:** Dedicates his business to values that have been in place for 50 years: Doing good is good business; consumer sovereignty; business efficiency. The company gives seven percent net profit annually to various projects, charities and their foundations.

[www.PicknPay.co.za](http://www.PicknPay.co.za)

*“Make a difference. Invest in communities and leverage our networks to make things better for all.”*

25 | ★

**LINDA ROTTENBERG**  
 CEO, Endeavor


**Vision:** To lead the high-impact entrepreneurship movement around the world.

**Action:** Created the first global organization focusing on the “scale-up” phase of entrepreneurship. Endeavor identifies, mentors and co-invests in high-impact entrepreneurs — business innovators demonstrating the greatest potential for growth. But don’t bet the farm, bet a few chickens instead.

[www.Endeavor.org](http://www.Endeavor.org)

*“If people aren’t calling you crazy, you aren’t thinking big enough.”*

26 | ★

**PETER TER KULVE**  
 President Commissioner, Unilever


**Vision:** Sustainability will lead to a whole new funnel of innovation.

**Action:** A key belief is that Unilever will do better business in a healthy society, rather than in an unhealthy one. Healthy business needs healthy society. They have innovated on quality, performance and packaging and brought sustainability deep into their organization.

[www.Unilever.com](http://www.Unilever.com)

*“To make growth possible you have to incorporate bigger social themes or else you simply become a problem instead of a solution.”*

27 | ★

**KIM GRAHAM-NYE**  
 CoFounder, gDiapers


**Vision:** A world where resources are used and reused in a sustainable ecosystem that strives for the best use of all resources, including people.

**Action:** Took advantage of their ability to turn waste into resource. gDiapers became a resource for parents looking for ways to decrease their environmental impact, while increasing their parental impact.

[www.gDiapers.com](http://www.gDiapers.com)

*“Mindful training is the single biggest competitive advantage in our complex world today.”*

— Chade-Meng Tan

28 |

**ALEX BUDAK**  
 CoFounder, Start Some Good


**Vision:** A world where everyone has the tools, knowledge and resources to create new futures for themselves and for their communities.

**Action:** Tearing down barriers so more people can start doing good in the world. StartSomeGood.com empowers people to raise funds for organizations and projects that create impact for communities. Currently running an incubator for outstanding social entrepreneurs in Stockholm.

[www.StartSomeGood.com](http://www.StartSomeGood.com)

*“A life is not important except in the impact it has on other lives.”*

— Jackie Robinson

29 | ★

**CYNTHIA CLEVELAND**  
 Founder, Broad Think


**Vision:** A world where everyone’s talent is valued, our differences are a strength and collaboration provides new solutions.

**Action:** Created educational programs for increasing board skills. Supported the Lean In movement by forwarding more than 50 members of the Women’s YPO Network to launch Lean In circles for young women.

[cc@broad-think.com](mailto:cc@broad-think.com)

*“If your actions inspire others to do more, to learn more, to dream more or become more, you are a leader.”*

— John Quincy Adams

30 |

**NELSON MANDELA**  
 (1918–2013) Former President of South Africa


**Vision:** A society based on dialogue and the art of speaking and listening to others.

**Action:** Implemented transformative dialogue, problem-solving and social renewal that made South Africa’s remarkable transition possible. He drove positive change that resulted in racial and gender equality and social justice.

[www.NelsonMandela.org](http://www.NelsonMandela.org)

*“There is no passion to be found playing small – in settling for a life that is less than the one you are capable of living.”*

31 | JESSICA ALBA

Founder, The Honest Company



**Vision:** Safe and attractive baby products that don't contain toxic chemicals.

**Action:** Manufactures products that could challenge mass consumer goods at a similar price point and moving away from the perception that health and eco products should attract a premium. Challenging the attitudes of parents who assume that everything on a store shelf is safe.

[www.TheHonestCompany.com](http://www.TheHonestCompany.com)

*"If you look confident you can pull off anything - even if you have no clue what you're doing."*

35 | OPRAH WINFREY

CEO, Harpo Productions



**Vision:** To spread compassion and empathy around the world.

**Action:** Winfrey popularized and revolutionized the tabloid talk show genre, which broke 20th-century taboos, and allowed previously disenfranchised people to enter the mainstream. She reinvented how best-selling books, self-improvement and spirituality were portrayed.

[www.Oprah.com](http://www.Oprah.com)

*"The greatest discovery of all time is that a person can change their future by changing their attitude."*

37 | LETIZIA MORATTI

CoFounder, San Patrignano



**Vision:** To have drug addicts seen as productive members of society when placed within productive environments.

**Action:** The creation of a global village of recovering addicts who are called "guests" and taught commercial skills. Ninety-six percent of residents at San Patrignano in Italy have found full-time employment upon leaving.

[www.sanpatrignano.org](http://www.sanpatrignano.org)

*"The boys and girls - whether rich or poor, those who can pay and those who can't - are all treated equally."*

32 | ★ CAROL HANSEN

CEO, Tatonka Capital Corporation



**Vision:** A world where little girls know they can grow up to be a leader if they have a mind to.

**Action:** As the immediate past Chair of the Women's YPO Network (WYN) Carol gave a powerful organization a voice it never knew it had. Her team forged unity across nationalities, religions, industries and boundaries and became a beacon for advancing women in leadership positions. WYN provides role models for both sexes.

[www.TatonkaCapital.com](http://www.TatonkaCapital.com)

*"Boldness has genius, power and magic in it." - Johann Wolfgang von Goethe*



38 | TIM JAHNIGEN

Founder, One World Futbol



**Vision:** Using ultra-durable products to empower humanity to fulfill their dreams through play - a biological imperative - what we call "social nutrition."

**Action:** Jahnigen created a ball that never needs a pump, never goes flat. This year they'll deliver their 1.5 millionth One World Futbol, impacting 45 million youth and adults in some of the world's most challenging places.

[www.OneWorldPlayProject.com](http://www.OneWorldPlayProject.com)

*"Where play happens, change happens!" - Lisa Tarver*

33 | DARYL HANNAH

Actress, activist



**Vision:** To raise awareness around the environment and sexual slavery.

**Action:** An active member of the World Future Council, Hannah speaks on policy solutions that serve the interests of future generations. This includes awareness around climate change, renewable energy and nuclear abolition. She's been arrested numerous times for protesting.

[www.dhlovelife.com](http://www.dhlovelife.com)

*"We're a consumer nation and you have the power to influence big corporations through what you choose to, or not to, purchase."*

34 | PETER DIAMANDIS

CEO, XPrize Foundation



**Vision:** A world of abundance, where the basic needs are met for every child, woman and man.

**Action:** Awards prizes to solve humanity's grand challenges: energy, water, learning and health. The creation of Singularity University, which attracts, educates and incubates exponential entrepreneurs who build companies to positively impact the lives of one billion people. Author of *Abundance*.

[www.Xprize.com](http://www.Xprize.com)

*"The best way to predict the future is to create it yourself."*

36 | NICK O'DONOHUE

CEO, Big Society Capital



**Vision:** A world where investors ask themselves a different question: not "What is the risk and return?", but "What is the risk, return and impact?"

**Action:** Created the world's first social investment financial institution. They established a unique organization with a new way of investing - seeking both a social impact and financial return.

[www.BigSocietyCapital.com](http://www.BigSocietyCapital.com)

*"If we achieve our goal, in the future the invisible heart of markets will guide the invisible hand to improve the lives of those who would otherwise be left behind."*

- Sir Ronald Cohen

40 | STEDMAN GRAHAM

CEO, S. Graham & Associates



**Vision:** To help people understand their potential, develop an identity, and recognize the value of knowledge and how it applies to their lives each day.

**Action:** Graham teaches identity development and leadership to people all over the world - from youth to executives. He has written 11 books to share these messages. Graham wants to transform people from followers to leaders.

[www.StedmanGraham.com](http://www.StedmanGraham.com)

*"You are not your circumstances. You are your possibilities."*

39 | MALALA YOUSAFZAI

Education activist and Nobel laureate



**Vision:** An education for all girls regardless of their culture, religion or gender.

**Action:** Yousafzai turned an attack on her life into an opportunity. Since her near-death incident, there has been an international outpouring of support for Yousafzai and her cause, to the point where she may have become the most famous teenager in the world. Her online campaign, #TheLast, asks you join to become the first to end prejudice.

[www.Malala.org](http://www.Malala.org)

*"We realize the importance of our voices only when we are silenced."*

41 |  
**REBECCA MASISAK**  
CEO, TechSoup Global



**Vision:** A world where technology is a powerful enabler for social change.

**Action:** Leading a worldwide network of individuals and organizations that share a conviction to work together to develop and exchange new solutions to our most urgent social challenges. Masisak believes NGOs and nonprofits around the world can be more effective through the appropriate use of technology.

[www.TechSoupGlobal.org](http://www.TechSoupGlobal.org)

*“Managing technology is managing change. Leadership can come from any place.”*

42 |  
**DEREK HANDLEY**  
Serial entrepreneur



**Vision:** A world where profit is put alongside people and planet.

**Action:** Helped establish the B Team, a global group of leaders chosen for the work they're doing to advance the cause of better business. Seeing the bigger picture of business and its effects on the world is crucial for survival and success. Author of *Heart to Start* – how business is about more than just profit.

[www.DerekHandley.org](http://www.DerekHandley.org)

*“It’s less about planetary issues and more about the human issues that cause it.”*

43 |  
**JANE ELLIOT**  
Schoolteacher



**Vision:** Eliminating racial discrimination by showing similarities rather than differences.

**Action:** In 1968, Elliot needed to explain Martin Luther King Jr.'s assassination to her class. Her innovative approach to highlight different racial perspectives made her pupils feel what it was like to belong to another race. It's still used to foster greater empathy today.

[www.JaneElliot.com](http://www.JaneElliot.com)

*“Keep me from ever judging a man until I have walked a mile in his moccasins.”*

44 |  
**DAVID GOSWICK**  
CEO, HOUZE



**Vision:** To create the most affordable and cleanest energy house in the world.

**Action:** Created a zero energy house that guarantees no energy bills for 10 years. Goswick has engaged NASA scientists to create new technologies that change the performance of homes – changing them from energy eaters to energy generators.

[www.TheZeroEnergyHome.com](http://www.TheZeroEnergyHome.com)

*“Promote the energy sustainability sector as a whole, as this promotes energy security and helps avoid global conflicts over oil.”*

45 | **SHARI ARISON**  
Businesswoman,  
philanthropist

**Vision:** To be a catalyst for bringing about positive change to people, society and the planet.

**Action:** The Arison Group operates two channels, business and philanthropy, as complementary platforms for doing good. Arison's wide circle of businesses and organizations have created a large footprint to inspire change.

[www.ShariArison.com](http://www.ShariArison.com)

*“If there’s no planet, there’s no bottom line.”*



46 |  
**JIM BERK**  
CEO, Participant Media



**Vision:** To use entertainment to inform, inspire, spark and accelerate positive social change.

**Action:** Uses film, television and digital entertainment to tell high quality, socially relevant and commercially viable stories. Invests in content distribution platforms that allow them to expand their reach. Creates social action campaigns to move content off-screen and into the community.

[www.ParticipantMedia.com](http://www.ParticipantMedia.com)

*“Changing the world is a team sport.”*

47 |  
**NANCY LUBLIN**  
CEO, Do Something



**Vision:** Being more honest about failure in the nonprofit sector.

**Action:** One of the largest organizations for young people and social change, their 3.4 million members create campaigns that tackle poverty, violence and the environment. Any cause, anytime, anywhere.

[www.DoSomething.org](http://www.DoSomething.org)

*“I am not a charity. I run a charity. These are different things. If we want the best minds solving the biggest problems, it's time we learned the difference.”*

48 |  
**EDUARDO BALAREZO**  
Founder, Lonesome  
George



**Vision:** A world where every individual has the courage and compassion to act and make a difference in their community.

**Action:** Created an apparel brand to fund his vision, then established the Academy of Agents of Change – combining adventure learning and social entrepreneurship. Courage + Compassion = Agent of Change.

[www.LonesomeGeorge.net](http://www.LonesomeGeorge.net)

*“The world is not ruined by the wickedness of the wicked, but by the weakness of the good.”*  
– Napoleon Bonaparte

49 |  
**CHRISTINE LAGARDE**  
M.D. International  
Monetary Fund



**Vision:** Foreseeing global opportunities and challenges in a globalized world.

**Action:** Oversees global growth and economic stability at the world's most powerful financing institution on behalf of 188 member countries. She works with developing nations to achieve stability and reduce poverty, and with developed nations to promote international trade.

[www.IMF.org](http://www.IMF.org)

*“The financial industry is a service industry. It should serve others before it serves itself.”*

50 |  
**DICK SIMON**  
Changemaker



**Vision:** A world in which there is no “them” – the most dangerous four-letter word in the English language.

**Action:** Leads delegations to countries that are understood only as adversaries and that are traditionally difficult to access to hear local perspectives and gain understanding beyond the headlines. He uses photography to convey his message around the world.

[www.DickSimon.com](http://www.DickSimon.com)

*“Travel is fatal to prejudice, bigotry and narrow-mindedness.”*  
– Mark Twain



51 |

**MARIA KLAWE**

President, Harvey Mudd College



**Vision:** To make science, technology, engineering and math accessible to diverse groups.

**Action:** Klawe is closing the computer science (CS) gender gap and having stunning success in getting more women involved. She's not concerned with filling quotas or being nice either. Content is designed around problems women can relate to. Female majors in CS have increased by 300 percent.

[www.HMC.edu](http://www.HMC.edu)

*"If you want me to do something tell me it's not allowed for girls and then I definitely, absolutely would do it, whatever it is."*



53 |

**KATHY GIUSTI**

CEO, Multiple Myeloma Research Foundation



**Vision:** To change existing cancer research techniques to one of collaboration, not competition.

**Action:** The medical research model has long been built upon a system of competition – funding (grants) and accolades. Diagnosed with multiple myeloma (cancer of the blood), Giusti created an organization that is now the world's number one multiple myeloma research funder. This has changed the way research is done.

[www.TheMMRF.com](http://www.TheMMRF.com)

*"The most important thing a leader can do is set a vision and don't stray."*

54 |

**NICHOLAS KRISTOF**

Human rights journalist, author



**Vision:** To tell the world intimate tales of human courage and sacrifice that will inspire change for the better.

**Action:** Giving a voice to the voiceless is what Kristof does best. The Pulitzer Prize-winner empowers audiences to understand the world we live in. He is author of the two best-selling books, *Half the Sky* and *A Path Appears*, coauthored with his wife Sheryl WuDunn.

[www.Kristof.Blogs.NYtimes.com](http://www.Kristof.Blogs.NYtimes.com)

*"You don't need to invade a place or install a new government to help bring about positive change."*

55 |

**ANGELINA JOLIE**

Actress, humanitarian



**Vision:** We all want justice and equality, a chance for a life with meaning.

**Action:** Contacting the UN High Commissioner for Refugees was Jolie's first step in using her celebrity status to visit "forgotten emergencies" around the world to keep refugees and displaced people firmly in the media spotlight.

[www.UNHCR.org](http://www.UNHCR.org)

*"We cannot close ourselves off to information and ignore the fact that millions of people are out there suffering."*

57 |

**GABRIELLE GIFFORDS**

CoFounder, Americans For Responsible Solutions



**Vision:** A society that prevents gun violence.

**Action:** A string of public shootings over the last few years has spurred Giffords to find solutions that prevent more violence, including background checks. Herself a victim, she fights entrenched interests such as the gun lobby and finds supportive lawmakers willing to take a stand for responsible policies.

[www.AmericansForResponsible-Solutions.com](http://www.AmericansForResponsible-Solutions.com)

*"Dangerous people with guns are a danger to women – for moms, for families, for me and you."*

58 | ★

**SETH STREETER**

CEO, Mission Wealth



**Vision:** Inspiring leaders to become successful in new ways by igniting their purpose and leveraging their gifts for greater impact.

**Action:** Helping CEOs redefine their understanding of wealth, from being about financial accumulation to abundance in relationships, health, fun, emotional well-being, career satisfaction, impact, and intellectual and spiritual growth.

[www.MissionWealth.com](http://www.MissionWealth.com)

*"If not us, then who? If not now, then when?" – John E. Lewis*

59 |

**MARY ROBINSON**

President, Climate Justice



**Vision:** A world engaged in the advancement of climate justice.

**Action:** Climate justice is informed by science, responds to science and acknowledges the need for equitable stewardship of the world's resources. Robinson, a former Irish President, strives to participate in decision-making processes around the world that are fair, accountable, open and corruption-free.

[www.MRFJ.org](http://www.MRFJ.org)

*"This is the last generation in a position to help prevent dangerous climate change."*

52 |

**MUHAMMAD YUNUS**

Founder, Grameen Bank



**Vision:** To serve society's most pressing needs by unlocking the potential of the world's greatest entrepreneurs – the poor.

**Action:** With a mission to interact, incubate and create, Yunus created the world's first bank for the poor, with a focus on rural women. The bank now has revenue of US\$178 million and employs more than 22,000 people. He won the Nobel Peace Prize in 2006.

[www.GrameenCreativeLab.com](http://www.GrameenCreativeLab.com)

*"I believe that we can create a world without poverty because it is not the poor that create poverty."*

56 | ★

**KEVIN MAGGIACOMO**

President, Sperry Van Ness International



**Vision:** For all businesses to operate within the framework of a mission and vision – tied to their core values, which include the betterment of humanity.

**Action:** To positively affect gender balance across all organizations worldwide by 2020. Co-founded 5050x2020.com, which encourages leaders to adopt a more conscious way of thinking about leadership and its positive effects on business.

[www.SVN.com](http://www.SVN.com)

*"Imagine how much better the world would be if we acquired talent from 100% of the population versus 50% (of just men)."*

60 |

**SPENCER WEST**

Motivational speaker



**Vision:** To show the impossible can be done.

**Action:** Losing both legs at age five has not stopped West from reaching the summit of Mount Kilimanjaro and inspiring millions of people to overcome their challenges. He has raised hundreds of thousands of dollars for Free The Children – creating clean water programs in Kenya. He is the author of *Standing Tall: My Journey*.

[www.MeToWe.com](http://www.MeToWe.com)

*"Just because the world tells us something is impossible, it doesn't mean we have to believe it."*

61 |

**AUNG SAN SUU KYI**

Burmese opposition leader



**Vision:** A democratic Burma.

**Action:** Spending two decades in detention can dampen your enthusiasm, but Suu Kyi has emerged as an icon for peaceful resistance in an effort to bring democracy to military-ruled Burma. She must get powerful military leaders on board to revisit the constitution to ensure a democratic future for her country. She is committed to non-violent means to achieve her goals.

[www.SuuFoundation.org](http://www.SuuFoundation.org)

*"It is not power that corrupts but fear. Fear of losing power corrupts those who wield it."*



62 |

**JEFF SKOLL**

Founder, Skoll Foundation



**Vision:** A world that deals with global challenges through social enterprise and impact investing.

**Action:** Skoll believes that you should be as entrepreneurial in impact investing as you would in any other form of investing. He founded the Skoll World Forum, made award-winning movies and started the Skoll Centre for Social Entrepreneurship.

[www.SkollFoundation.org](http://www.SkollFoundation.org)

*"Measurement is important – like any kind of investment you need to be ruthless about what you are trying to achieve."*

63 |

**TETIANA CHORNOVOL**

Journalist, civic activist



**Vision:** A corruption-free Ukraine.

**Action:** Appointed head of Ukraine's National Anti-Corruption Committee in 2014, she resigned after five months saying there was no political will in Ukraine to carry out a large-scale war against corruption. Her investigative journalism resulted in an attack in 2013 that many believe was ordered by the Ukrainian president for her investigation into his new luxury palace.

*"We need to break up the corruption schemes and prevent them from being created."*

64 |

**BILL DRAYTON**

Founder, Ashoka



**Vision:** Change everywhere requires everyone to be a changemaker.

**Action:** The role of the social entrepreneur is to advance change for the common good and to conceive new patterns that grow and spread. The best way is to get local people to see this vision, to want it and to organize to make it happen. In 1980 he launched Ashoka with a vision of "Everyone a Changemaker."

[www.Ashoka.org](http://www.Ashoka.org)

*"Give a man a fish; feed him for a day. Teach a man to fish; feed him for a lifetime."*

65 |

**INDRA NOOYI**

CEO, PepsiCo



**Vision:** Performance with purpose.

**Action:** Delivering sustainable growth by investing in a healthier future for people and planet. By tackling obesity and improving the nutritional value of PepsiCo products she has made the globally recognized company more environmentally sustainable and found innovative ways to reduce energy and water use.

[www.Pepsico.com](http://www.Pepsico.com)

*"To be a CEO is a calling. Don't do it because it's a job. It's a calling, and you have to be involved with your head, heart and hands."*

66 |

**RICHARD BRANSON**

Founder, Virgin Group



**Vision:** A new vision for the future where "business is unusual."

**Action:** Business has the power to drive change. The time is right for a radically different approach to business – one that puts people and planet at the core of how business is done. Branson started the B Team and was a founding member of The Elders, bringing together the world's most influential people to discuss how best to solve the world's most pressing problems.

[www.Virgin.com](http://www.Virgin.com)

*"There is an incredible opportunity to make a difference – now."*

67 |

**HELEN CLARK**

Administrator, UN Development Program



**Vision:** Achieve the UN Millenium Development Goals.

**Action:** The most powerful woman in the United Nations, Clark has an annual budget of US\$5 billion and a staff of 8,000 in 182 countries. She is leading the charge towards the UN's Millenium Development Goals by 2015. The former prime minister of New Zealand aims to cut poverty in half and promote gender equality and environmental sustainability.

[www.UN.org/MilleniumGoals](http://www.UN.org/MilleniumGoals)

*"Never look back is my philosophy."*

68 |

**ÁLVARO RODRÍGUEZ ARREGUI**

CoFounder, IGNIA Partners



**Vision:** A world that delivers quality and inclusion to the majority.

**Action:** The biggest exclusion in the world is the lack of access to quality products and services – healthcare, education, basic services and housing. Arregui believes this is a market failure, and he's invested in innovative business models that eradicate exclusion by serving the majority of the population with quality. He hopes many will follow, thus creating new industries and helping to eradicate exclusion.

[www.Ignia.com.mx](http://www.Ignia.com.mx)

*"We need a more inclusive world!"*

69 |

**CYNTHIA SIN NGA LAM**

Founder, H2pro



**Vision:** Affordable clean water and electricity.

**Action:** The 17-year-old developed a device that purifies dirty water and seperately extracts energy from the waste to create clean energy. Lam hopes her device can be scaled up to industrial size to benefit more people and potentially save millions of lives around the world.

[www.GoogleScienceFair.com](http://www.GoogleScienceFair.com)

*"I think people around the world don't really understand how serious water pollution and the energy crisis is."*

70 |

**GEORGE CLOONEY**

Actor, activist



**Vision:** Celebrities using their public image and power to draw attention to social issues.

**Action:** Used most of the money he earned from the Nespresso commercials to fund a satellite surveillance program over Sudan to monitor war crimes. Clooney actively uses his celebrity status to care about something more than just "celebrity."

[www.TakePart.com](http://www.TakePart.com)

*"If you're doing a movie about oil consumption and corruption, you can't just talk the talk – you gotta walk the walk."*

71 |  
**JENNIFER GARNER**  
Actress



**Vision:** Invest in childhood - every day, in times of crisis and for our future.

**Action:** As a member of the board of Save The Children, Garner has deepened her commitment to issues affecting children, especially the fact that a child in poverty will be 18 months behind privileged kids by the age of four. It doesn't take money to be a good mother, but it does take someone showing you what to do.

[www.SaveTheChildren.org](http://www.SaveTheChildren.org)

*"Seeing pictures of a sponsored child makes you realize they look just like your kids."*

75 |  
**DEB NELSON**  
Director, Social Venture Network



**Vision:** To support and empower diverse, innovative leaders who leverage business for a greater good.

**Action:** Helps build valuable peer-to-peer connections among influential business leaders, social entrepreneurs and impact investors. This creates high-impact collaborations that contribute to a just, humane and sustainable world.

[www.SVN.org](http://www.SVN.org)

*"We're a network where members originally went to remind themselves that they're not crazy."*

77 |  
**MINDY LUBBER**  
President, Ceres



**Vision:** Mobilizing business leadership for a sustainable world.

**Action:** Ceres was formed 25 years ago after the Exxon Valdez oil spill. Their mission was to bring environmentalists and capitalists together to forge a new sustainable business model, one that would help protect the planet, weaving social challenges and investor decision-making into the capital markets to help build a thriving global economy.

[www.Ceres.org](http://www.Ceres.org)

*"A good environmental policy is good for business."*

72 | «  
**DR. NAIF AL-MUTAWA**  
Founder, The 99



**Vision:** A world where those who think outside the box don't have their thoughts bullied back in to a box.

**Action:** Created The 99 superhero comic series, based on the values that Islam shares with humanity. The idea was fought by zealots in both the East and West as it competes for mindshare. It became the first intellectual property from the Muslim world to go global.

[www.Al-Mutawa.com](http://www.Al-Mutawa.com)

*"Sometimes you have to lose a battle to win a war. Often the lines between battles and wars are blurred."*

76 | **CHRIS TEMPLE / ZACH INGRASCI**  
Founders, Living on One

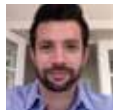
**Vision:** A world of equitable opportunity, where everyone - no matter race, gender, or religion - is treated with dignity.

**Action:** The pair immerse themselves in pressing global issues and create films about their experiences to inspire action. Their approach is to take the time to listen and help share these stories on a global scale.

[www.LivingOnOne.org](http://www.LivingOnOne.org)

*"A real leader is someone who leads by example, through the personal narrative and values of their life."*

78 |  
**MATT RENNER**  
Executive Director,  
World Business Academy



**Vision:** To inspire business to assume responsibility for the whole of society.

**Action:** The academy is a nonprofit think tank and action incubator that assists those in business who share their values. They explore the roles and responsibilities of business in relation to critical moral, environmental and social issues of our day.

[www.WorldBusiness.org](http://www.WorldBusiness.org)

*"Business is the most agile and important force on earth and also the most politically and socially impactful."*

73 | «  
**STEPHANIE SONNABEND**  
Chair, Women on Boards



**Vision:** Raising the number of women on boards to 20 percent by 2020.

**Action:** Sonnabend believes her campaign will redefine good corporate governance and gender diversity standards, and create corporate action. The best boards harvest diverse experience, skills and perspective.

[www.2020WOB.com](http://www.2020WOB.com)

*"I believe that women can have it all, just not all at the same time. We all have three aspects of our lives: work, family and personal."*

74 |  
**JEFF JOERRES**  
CEO, ManpowerGroup



**Vision:** An era that will put unprecedented value on talent as the main driver of business success.

**Action:** ManpowerGroup is leading governments and business leaders to re-examine how they leverage human potential in an increasingly volatile world. They don't pretend they have a social conscience, because the core of their business is already that.

[www.ManpowerGroup.com](http://www.ManpowerGroup.com)

*"Previous eras were defined by the raw materials that transformed them: stone, iron and bronze. Now it's human potential."*



80 |  
**BILL & MELINDA GATES** Founders,  
Gates Foundation



**Vision:** Be an optimist. Focus on a few big goals that can help every person have a healthy, productive life.

**Action:** Some of the projects the foundation funds will fail. Bill and Melinda Gates not only accept that, they expect it—because they think their essential role is to make bets on promising solutions that governments and businesses can't afford to make. They adjust strategies and share the results so everyone can benefit.

[www.GatesFoundation.org](http://www.GatesFoundation.org)

*"Don't just go for safe projects, take on the really tough problems."*



**81 | SCILLA ELWORTHY**  
Founder, Oxford Research Group



**Vision:** To enable leaders to make wiser decisions so that there is less suffering as a result of war.

**Action:** Elworthy has brought nuclear weapons policy makers into dialogue with their counterparts and with their critics, in confidential under-the-radar meetings to discuss the terms of treaties. Nominated for the Nobel Peace Prize three times.

[www.ScillaElworthy.com](http://www.ScillaElworthy.com)

*"If the mantra of last century was 'what can I GET?', the mantra of this century (for those ahead of the curve) is 'what can I GIVE?'"*

**82 | SIMON MAINWARING**  
Founder, We First Branding



**Vision:** A world in which business becomes a global force for positive social change.

**Action:** Mainwaring wrote *We First: How Brands and Consumers Use Social Media to Build a Better World*. He started speaking around the world and writing for industry magazines to share these ideas.

[www.WeFirstBranding.com](http://www.WeFirstBranding.com)

*"The future of profit is purpose. Your brand must be the celebrant, not celebrity of your customer. Be a mission with a company, not a company with a mission."*

**83 | LUCY SIEGLE**  
Journalist



**Vision:** To convince everybody they have a vested interest in fighting for the environment – however disenfranchised they feel.

**Action:** Creator of the Observer Ethical Awards, Siegle thinks the circular economy has enormous potential to create positive change.

[@lucysiegle](http://@lucysiegle)

*"The global economy creates a global ignorance, in which producers and consumer cannot know or care about one another. The degradation of products, places, producers and consumers is inevitable."*

**84 | BEN RATTRAY**  
Founder, Change.org



**Vision:** A world where no one is powerless and creating change is part of everyday life.

**Action:** The world's first online platform for change has provided a petition tool for more than 87 million users since 2007. Rattray's mission is to empower people everywhere to create the change they want to see. Twenty-five million people across 50 countries have already participated in at least one winning campaign.

[www.Change.org](http://www.Change.org)

*"I want to see a world in which social movements and organizing is an everyday experience."*

**85 | GEENA DAVIS**  
Founder, Geena Davis Institute on Gender in Media

**Vision:** Inspire the next generation of content creators to focus on gender equality and reduce stereotyping in children's media.

**Action:** The Institute has amassed the largest body of research on gender prevalence in entertainment. A biennial symposium convenes decision makers, content creators and thought leaders to share how best to establish a gender-balanced media landscape.

[www.SeeJane.org](http://www.SeeJane.org)

*"We're showing kids a world that is scantily populated with women. They should see female characters taking up half the planet, which we do."*



**86 | DENIS HAYES**  
President, Bullitt Foundation



**Vision:** A world in which humans live sustainably, in harmony with one another and nature, powered mostly by solar energy.

**Action:** The principal organizer of the first Earth Day in 1970, Hayes helped launch the modern environmental movement. He recently built what some have described as the greenest office building in the world.

[www.bullitt.org](http://www.bullitt.org)

*"Success requires the ability to distinguish between opinions and facts. Question every opinion, but never ignore proven facts."*

**87 | SUSAN MCPHERSON**  
Serial connector, Angel investor



**Vision:** A world where corporations are a leading force for good.

**Action:** Spreads her vision by writing, consulting, tweeting, speaking and impact investing. As an angel investor she realized that investing in business was another way to support and empower women.

[www.SusanMCP.com](http://www.SusanMCP.com)

*"It was when I started to see the intersection between cause and business that I realized that brands and corporations can be a force for good in the world."*

**88 | TIM FREUNDLICH**  
President, Impact Assets



**Vision:** Promoting a world where all capital is invested for optimal social, environmental and financial impact.

**Action:** Freundlich has impacted the investing ecosystem by providing products and thought leadership that has enabled philanthropists, asset owners and their wealth advisors to make investments with positive social, environmental and financial returns.

[www.ImpactAssets.org](http://www.ImpactAssets.org)

*"For a whole new generation of entrepreneurs, it's no longer just about the bottom line."*

**89 | DR. SYLVIA EARLE**  
Oceanographer



**Vision:** To develop a global network of areas on land and sea that can help safeguard the living systems that underpin life on earth.

**Action:** Earle is the recipient of more than a hundred national and international honors. She was the first female chief scientist of the U.S. National Oceanic and Atmospheric Administration and has devoted her life to safeguarding oceans. She was named *Time's* first Hero For The Planet in 1998.

[www.OceanElders.org](http://www.OceanElders.org)

*"Health to the ocean means health for us."*

**90 | ROGER GERTENRICH**  
Citizen leader



**Vision:** A world in which citizens take action to create a better community.

**Action:** The 80-year old former mayor, business owner, medical professional and veteran has spent his life in action, creating projects that will enhance lives in the community for generations to come. His vision for each project expands and changes as he listens to input. Everyone has ownership of the new collective vision.

*"We make a living by what we get, but we make a life by what we give."*  
— Winston Churchill

91 |  
**BETSY MCKINNEY**  
Founder, The New  
Founding Family



**Vision:** A new founding document to evolve our governing systems based on a crowd-sourced Declaration of Interdependence.

**Action:** While the U.S. was founded with a Declaration of Independence, leaders throughout history have affirmed that they are dependent on one another and should enjoy equal rights. She wants equal representation of men and women in government.

[www.TheFoundingFamily.com](http://www.TheFoundingFamily.com)

*"My commitment is to Love, Partnership and Interdependence as the values needed to evolve our democracy."*

95 |  
**ROSA PARKS**  
(1913-2005)  
Civil Rights Activist



**Vision:** A society free of prejudice.

**Action:** Parks refused to give up her seat to a white commuter on a bus in 1955. She became an icon of the modern Civil Rights Movement and a symbol of peaceful resistance to racial segregation. Her small, quiet and lone protest was to have a huge influence on the self-worth of an entire nation, one that still inspires many today.

[www.RosaParksFacts.com](http://www.RosaParksFacts.com)

*"I don't remember feeling anger, but I did feel determined to take this as an opportunity to let it be known that I did not want to be treated in that manner."*

97 | ★  
**JULIE COPELAND**  
CEO, Arbill



**Vision:** An accident-free workplace.

**Action:** Dedicated to protecting your most valuable asset – your employees – Copeland collaborates, brainstorms and actively provides safety advice to more than 300,000 workers. She knows that legislation alone is not adequate to provide safety in the workplace and has trademarked a four-stage advantage plan to keep employees safe. The Arbill University offers thought leadership.

[www.Arbill.com](http://www.Arbill.com)

*"It's not simply about the impact an accident has on an individual, but on families too."*

92 |  
**JOHN MACKAY**  
Founder, Whole Foods



**Vision:** A more conscious way of doing business.

**Action:** Mackey has devoted his career to helping shoppers satisfy their lifestyle needs with high-quality natural and organic foods. He cofounded the Conscious Capitalism Movement to challenge business leaders to rethink why their organizations exist, and to acknowledge their roles in the interdependent global marketplace.

[www.WholeFoodsMarket.com](http://www.WholeFoodsMarket.com)

*"Great companies have great purposes."*



93 |  
**EMMA WATSON**  
Actress, gender activist



**Vision:** A world of gender equality.

**Action:** Some campaigns portray the feminist cause as "man-hating." By involving both genders in the #HeForShe campaign, Watson hopes to abolish the "us vs. them" mentality. She has launched a campaign that aims to galvanize one billion men and boys to end female inequality. As she's said to men, "It's your fight too."

[www.HeForShe.org](http://www.HeForShe.org)

*"Gender equality is not only a woman's issue, it is a human rights issue."*

94 |  
**PIERRE OMIIDYAR**  
Founder, eBay and  
First Look Media



**Vision:** Democracy depends on a citizenry that is highly informed and deeply engaged in the issues that affect their lives.

**Action:** First Look's insistence on editorial independence has already attracted some of the most fiercely independent journalists around. Omidyar seeks to improve society through journalism and technology, and to hold those in power accountable.

[www.FirstLook.org](http://www.FirstLook.org)

*"Long-term sustainable change happens if people discover their own power."*

96 |  
**ELON MUSK**  
Founder, Tesla



**Vision:** We must expand life beyond this green and blue ball or go extinct.

**Action:** Musk says his ideas can change history. At his car company, employees believe they are saving the planet, and at the rocket company, they believe in giving the inhabitants of this world a second chance on another planet – if this one gets messed up. His open software approach to proprietary information is also revolutionary.

[www.TeslaMotors.com](http://www.TeslaMotors.com)

*"When something is important enough, you do it even if the odds are not in your favor."*

98 |  
**DESMOND TUTU**  
Spiritual leader,  
social rights activist



**Vision:** A society that nurtures tolerance and understanding among all people.

**Action:** The Archbishop Emeritus has identified essential human values as the building blocks for sustainable peace: Love, hope, tolerance and courage. His role as a spiritual leader has transcended all cultures and religions as he's made the world aware of our shared humanity.

[www.Tutu.org](http://www.Tutu.org)

*"My humanity is bound up in yours, for we can only be human together."*

99 |  
**ANU SRIDHARAN**  
Founder, NextDrop



**Vision:** A society that nurtures tolerance and understanding among all people.

**Action:** Twenty-something Sridharan invented a mobile app that provides real-time information on water availability in India via SMS. In addition to serving the needs of women in developing countries she has helped solve a problem that affects 90 percent of Asia.

[www.NextDrop.org](http://www.NextDrop.org)

*"I've made so many mistakes, been in so many 'wow, this is nuts' situations."*

100 |  
**FELIX FINKBEINER**  
Founder, Plant For  
The Planet



**Vision:** A world in balance, where climate justice prevails and children no longer have to fight for survival.

**Action:** The 16-year-old passed his target of planting a million trees in his home country Germany, and kept on going. To date, 30,000 Climate Justice Ambassadors have planted 13 billion trees in 131 countries. "There is still space for 1,000 billion more," he says.

[www.Plant-For-The-Planet.org](http://www.Plant-For-The-Planet.org)

*"A mosquito cannot do anything against a rhino, but a thousand mosquitoes can make the rhino change its direction."*



# DON'T JUST DO IT... DO IT BETTER.

By Joel Makower

When you think of innovation, you pretty much always think of Nike. From their waste-based shoes to their radical collaboration within their industry and beyond, Nike is truly mapping the trail of sustainable innovation. Hannah Jones, Nike's chief sustainability officer and vice president of the Innovation Accelerator, has been at the company since 1998 and is responsible for stewarding Nike's global sustainability and labor rights strategies, with a focus on system change and innovation.







Hannah Jones is making Nike greener and more sustainable.

**N**ike's journey toward sustainability has involved not just Hannah Jones' own team and company, but companies far removed from the sportswear and apparel industries, such as Procter & Gamble and Eli Lilly.

She speaks particularly about the benefits of viewing innovation through the same lens that many view sustainability. "One of the things that sustainability people have learned how to do is think about systems and system change, and to think about networks and understanding grassroots communities," Jones explains. "Bringing those worlds together has great promise for both."

She has a lot of insight to offer on the state of the market, in terms of changing shoppers' buying habits to value greener products and changing how any company in any industry can be greener.

"Our mission statement isn't 'make lots of stuff,'" Jones says. "It's 'inspire and innovate on behalf of the athlete.' How can we think about completely different materials that would be great for performance, but would also be regenerative, recyclable and reusable? How do we think about supply chains that are radically transformed? How do we make these better places to work, make them LEED, make them greener? And what does that mean for the sustainability economy?"

Changing consumer habits can be tough and Jones shares two examples about how to get people to want to buy products that are greener.

First, never compromise performance or price for sustainability. If you do, you will ghetto-ize sustainability and you'll continue the belief in the market that sustainability equals less, and that, Jones says, is one of the biggest sustainability challenges we still face.

Secondly, give the consumer something they didn't expect. How do you create a demand for doing new things? Jones gave the example of the gear that Nike gave to footballers at the Soccer World Cup in South Africa in 2010. Made from recycled plastic bottles, it was loved by players on and off the field – and Nike never compromised on their performance requirements.

Similarly, the Jordan 23 basketball shoe was made greener as a result of moving away from solvents used to glue the pieces together, as well as working with the factory to develop a way to use stitching and geometry to help hold the shoe together.

"It was a breakthrough inspiration," Jones says, "and it sent a shudder down the design community." The innovation gave an added thrill to Nike customers – not only was it a high-performance shoe, but when buyers found out it was significantly greener, it became an added bonus.

Although Nike has come a long way down the path of sustainability, it started from what Jones described as a "difficult" place – namely, the child labor scandals of the 1990s. Jones stresses that none of it was easy. Nike has put years of effort into assessing the life-cycle impacts of its materials – and Jones says that Nike has about 75,000 materials that go into its various products in the course of just one year.

They've turned those studies into a series of tools that they're sharing within the apparel industry and beyond, with the goal of helping everyone get better. Whether it's the development of the MAKING app, powered by Nike's Materials Sustainability Index to inspire designers to use better materials, or working with the Sustainable Apparel Coalition, she says the future of green is going to have to revolve around sharing. Jones laid out her goal of sustainable innovation by summing it up as follows: "We're going to have to make today's status quo obsolete because [what we're making tomorrow] is better." **RL**

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## FINALLY, SOMEONE IS REINVENTING THE WHEEL!

Has it ever occurred to you that the wheel doesn't work in many parts of the world?

➔ **Junior Ackeem**, at 28, has decided that it's time to go against popular opinion and reinvent the wheel. The Malawian looked at the state of roads in Africa and decided that the wheel as we know it had kept pace with ever-improving roads in developing countries, but proved woefully inadequate, or too expensive for underdeveloped countries. The world is in constant motion, whether one thinks of it in terms of drinking water, electricity, the Internet, commuting or the movement of goods from one place to another. These motions are organized through networks that rely on some form of transportation, for which societies have developed extensive infrastructure. Technologies and services have allowed us all to communicate, move and trade globally. However, this is not true for everyone. In Malawi, for example, more than three-

quarters of the population lives partially or completely cut off from the country's road infrastructure, and rely on walking and carrying goods on their heads.

The absence of transport infrastructure is a major contributor to people being cut off from local economies. In Malawi people can be disconnected from markets and trading centers for up to four months a year during the rainy season. This impacts communities that rely on head-loading goods to access markets to sell their produce. Rural economic activity generates about 30 percent of the country's GDP – about US\$1.3 billion of its US\$4.3 billion GDP (World Bank 2012). The impact across Sub-Saharan Africa is also profound, as more than US\$4 billion in post-harvest waste occurs annually because farmers fail to get produce to markets.

Ackeem spent the first part of his life in rural Malawi and then moved to South Africa where he earned a undergraduate degree in jewelry design. He then moved to London to pursue a Master of Industrial Design and Mechanical Engineering. It was here that he first saw an opportunity to resolve some of the problems he'd witnessed growing up in one of Africa's poorest countries.

"Given that newer technologies or services often rely on pre-existing infrastructure, and that countries such as Malawi cannot provide such infrastructure, it results in limited access to markets and services," says Ackeem. The result is constrained economic growth and social development.

Since scarcity drives creativity, Ackeem took this absence as a playground for innovative thinking. He started to develop solutions that





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bypassed the need for infrastructure and made up for the lack of economic investment and the political mistakes of others.

Many had tried this route before, but had focused almost exclusively on infrastructure. “It doesn’t make commercial sense for the authorities to build roads to remote villages,” says Ackeem. “It costs a lot of time and money, and big political projects such as these have a lot of corruption. I thought of a much simpler solution.”

Ackeem’s project, Roadless, bypasses the need to pave roads by transforming the design of a wheel so that it can adapt to different terrains. Looking very much like some ancient decorative metalwork from a bygone age, Ackeem’s wheel is also highly mathematical. The design allows for the wheel to work on almost any terrain: sand, mud, and potholed or rocky surfaces.

His original design was huge, because he reckoned that a bigger wheel would result in a better grip on informal road surfaces, but after realizing that this would be very difficult to control going uphill and downhill, he abandoned the idea. He considered making a range of wheels that could change depending on the terrain, but this would necessitate a trailer and frequent stopping. Ackeem had always been interested in geometry and finally settled on the geometric form that is now the centerpiece of Roadless. The curved pieces of wire form a hollow ‘bubble’ that cannot go flat, as it’s already empty, and the flexibility of its form allows the wheel to mold to the shape of the road surface rather than trying to dominate it.

The Shuttleworth Foundation and James Dyson Foundation, each having brought innovative ideas into the world themselves, have helped fund Ackeem’s venture and produce more prototypes. Like most startups, there’s a fair dose of frustration. Mainstream investors have all looked at the bottom line and their return on investment, rather than the potential social impact Ackeem’s wheel might have. He is convinced that financial returns will flow, but that the social value needs to be kicked into gear first. His current working stint in Berlin has attracted dozens of young people



willing to work on a project that has social relevance, sometimes even for free. He’s struck by the contrast between financial backers looking for a return and an inspired generation looking to create social change, where money is irrelevant.

Ackeem is inspired by a Chilean architect who once outlined his social vision to him.

“This guy looked at social housing in a very different way,” explains Ackeem. “Most people think that social housing is about spending money without getting anything back, with the result that they don’t build houses that are humane. They’re not structures that elicit some sort of happiness.”

The architect approached the issue by looking at the social projects as an investment.

“He built houses that had input from the dwellers and aimed to go beyond just satisfying their basic requirements,” says Ackeem. “He wasn’t interested in political or government views that had an attitude of, ‘Well, we’ve checked the box and now have X amount of houses.’ I thought that was an interesting way at looking at social problems.”



Ackeem has considered the wider financial issues of reinventing a wheel for his home country. It costs Malawi about US\$865,000 to pave a 1km stretch of road. At this rate it would cost billions to pave the remaining unpaved roads of the country’s designated road network (15,451km), not including rural feeder roads. The cost would be close to double the estimated GDP for 2012 of US\$4.5 billion – money that could be spent on healthcare, education, clean water and other pressing social issues.

If successfully implemented, not only would Roadless decrease the time traveled and increase the load carried per journey, but it would also have a positive impact on women and young children, whose heads, backs and legs have become the most common form of transport in Africa. **RL**

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# Are McDonald's Arches Turning From Gold To Green?



CAN MCDONALD'S BECOME A GLOBAL LEADER IN THE SUSTAINABILITY MOVEMENT? LET'S SEE WHAT KEITH KENNY, SENIOR DIRECTOR, SUPPLY CHAIN FOR MCDONALD'S EUROPE, HAS TO SAY. HE'S RESPONSIBLE FOR SUSTAINABILITY ACROSS THE COMPANY AND ALSO HAS STRATEGIC SOURCING RESPONSIBILITY FOR POULTRY, FISH, VEGETABLES AND BEVERAGES. WHAT CHALLENGES LIE BEHIND THE WORLD'S MOST STANDARDIZED MEAL?

***You've had problems with negative publicity in the past, from soy production in Brazilian rainforests to people dressed as chickens chaining themselves to your stores. Have things changed?***

Brazil was a turning point for us. We thought we were doing the right thing by sourcing non-genetically modified soy, so we went to Brazil. Thanks to a new variety of soybean developed by Brazilian scientists to flourish in the rainforest climate, soybean production has boomed in the region over the last 10 years as firms have converted extensive areas of rainforest and cerrado, a savanna-like ecosystem, into industrial soybean farms.

What happened in Brazil was that genetically modified (GM) processes became legal within the soy industry. This started in the south, so we went north to chase the non-GM soy, and before we knew it, we were encroaching on rainforest-grown soy. We worked to pull a coalition of



buyers together to put a moratorium in place on this soy.

We're in a different situation from other large European retailers such as Sainsbury's. They have 50,000 stock items in their inventory and we have only a handful. But where we do buy, we buy in huge volumes. This is equally as challenging, as we need to drill down into each of these supply chains and see exactly what's happening there.

We're one of the world's largest buyers of beef, accounting for 2.5 percent of European beef production, and we consume about 10 percent of all mince produced in Europe. The biggest impact of our supply chain is at the farm, and we're talking about half a million beef farms throughout Europe here. We have a set of requirements that we've implemented as we can't afford to pay auditors to go to this many farms. There are a number of farm assurance schemes across Europe that deal with sustainability issues and we use them to



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**“We’re one of the world’s largest buyers of beef, accounting for 2.5 percent of European beef production, and we consume about 10 percent of all mince produced in Europe.”**

build up a database of what's going on in the industry.

We want to have agreement within the industry about the principles of sustainable beef production and we published a compilation of our findings in November 2014. Our aim is to get alignment within the system so that all producers don't start contradicting each other. This will be rolled out at a global level in a multi-stakeholder initiative for sustainable beef. Our challenge is that people have different requirements, depending on the region, all wanting to talk about different things.

***Did McDonald's learn anything from the bestselling book Fast Food Nation and how did this affect you?***

All our beef is from the European Union, and not from the U.S. It gets audited for food safety requirements and all other health requirements. We have a very tight control over what's happening

there, which is why we weren't affected by the horse-meat scandal as much as other food retailers.

***Beef is an inherently unsustainable product. What is your view on this?***

Beef production can be sustainable. Our biggest challenge in the world is to feed a growing population. Remember that increasing incomes = increasing consumption. More than half of agricultural land in the U.K. is unsuitable for crop production and the only way to make it sustainable for food is to graze animals on it.

We've also done a lot of work studying emissions from farms. There is a 250 percent improvement in farms that are efficient vs. non-efficient around carbon emissions. We also use former dairy cows in our meat chain.

On the menu side, we're continually looking at them and making them more nutritional. We have salads and wraps

and all sorts of different items – that don't always necessarily sell well.

***Looking at land degradation around the world, how can you justify soy being fed to animals instead of to people?***

Greenpeace has actually said that soy is no longer the driver of deforestation in the Amazon. Our tofu burger in the U.K. was met with mixed success. We try and keep our farms as sustainable and energy efficient as possible. For example, we use the manure from our cows to make methane gas, which is used as an energy source instead of electricity.

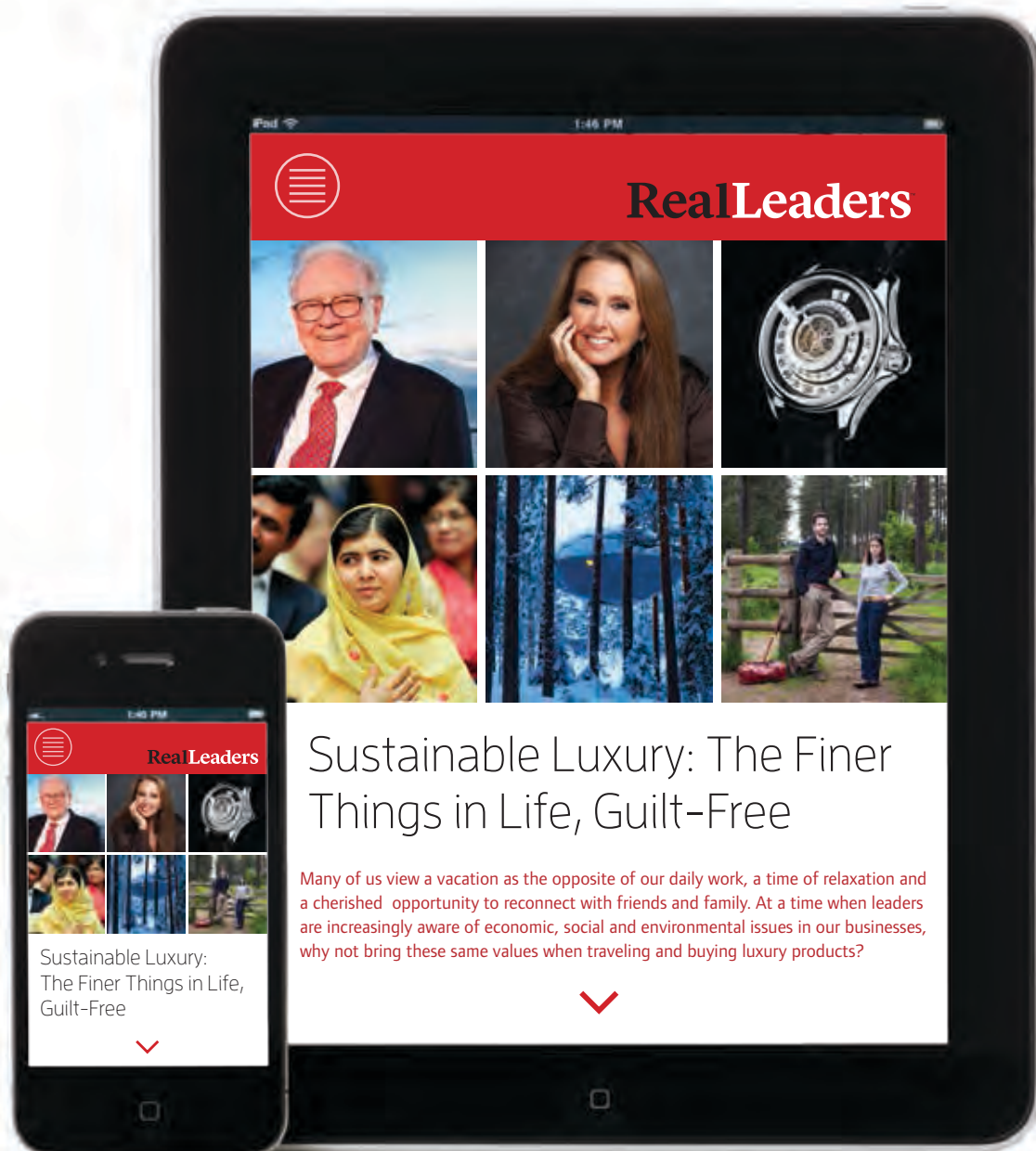
Not many people know about one of our websites, [flagshipfarms.eu](http://flagshipfarms.eu), which was developed by McDonald's Europe in conjunction with the Food Animal Alliance to encourage the sharing of sustainable agricultural practices. We're encouraging a dialogue between farmers to demonstrate the benefits of sustainable farming practices. An example is what some of our lettuce farms are doing. It's highly targeted and results in massive water reductions, while increasing productivity. We're assisting potato farmers in Norway to maximize their short growing season and assisting with innovative ways to reduce ammonia emissions from cows in Holland.

***How do you share knowledge and ensure these lessons are learned?***

Through the development of global corporate social responsibility schemes. We work with the World Wildlife Fund at a global level to create a sustainable forest policy and also focus on supply chain issues. We also rely on global strategies that can be externally verified. This might include certification that ensures that no child labor has been used during production, using Rainforest Alliance Certified Coffee that conserves biodiversity and forests in sensitive areas with high agricultural activity, and moving to Forest Stewards Council certified sources for our cardboard packaging. 

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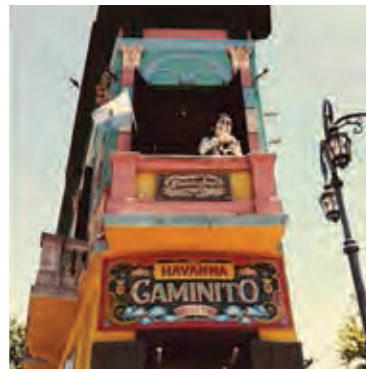
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# *Been There. Done With That.*

WITH NEARLY 200 COUNTRIES IN THE WORLD AND COUNTLESS COMMUNITIES, WHY DO WE ALL END UP VISITING THE SAME TOURIST-INFESTED PLACES?





Elvira Museri (far left) has revealed a wealth of travel experiences by looking behind the well-worn tourist routes.



**A**t 28, when she started her company, Elvira Museri was already a habitual traveller. Despite the thrill of seeing new places in countries they'd never seen before, she and her husband started feeling as if they were in a giant tourist trap, visiting the same places that everybody else visited, and taking their travel advice from the same websites and guidebooks as all the other travelers they met. Meeting locals and seeing inside their homes was out of the question, made more difficult by the foreigner clothes they wore and backpacks slung over their shoulders, which marked them as strangers. Tour guides sometimes helped with introductions but it got Museri thinking about how best to meet local families and share a meal with them.

# R

Realizing that the same phenomena happened in her home country, Argentina, Museri started researching responsible tourism and within three months of returning from yet another familiar-looking trip she formulated a plan. Museri now runs Andara Travel from an office in Buenos Aires, helping hundreds of people discover a deeper and more responsible travel experience every year.

Her career started in social work and political science and she completed a stint in the charity sector for seven years before starting Andara Travel. "I wanted to give people an opportunity to meet local people and get to talk to them," she says. It works equally as well in big cities as it does in rural villages. In fact, Museri decided to start her business in central Buenos Aires in one of the city's most famous streets, Caminito; the very idea she was hoping to avoid.

"The street personifies Argentina to many tourists," says Museri. "It's only 100 meters long and there's nothing really to see in my opinion, so we started exploring the neighborhood behind this street," she says. They discovered a wealth of social and art programs that they added to their new travel itinerary. Andara Travel now offers visits to indigenous Guaraní communities in the Iguazú rain forest, where they learn about jungle resources, medicinal plants and belief systems, while those looking for something more active can take private tango lessons at real milongas (tango ball rooms) in Buenos Aires. A visit to the Mandoza winelands won't have you sipping Chardonnay in an easy chair either, you'll find yourself learning about wine culture first-hand – by picking the grapes.

Museri has found a unique way of combining her social work with tourism that is now seeing growth of between 200-400 percent a year. Even more remarkable is that she began Andara Travel at the age of 28.


Aligning herself with the World Wildlife Fund and being the founder of the Argentinian Responsible Travel Association has certainly helped to foster trust with her clients and to align her business with broader, internationally recognized values around conservation and sustainability.

People began to notice from the start. Lonely Planet listed them after only one year in business, helped in part by the fact that nothing like Andara Travel had ever existed before.

Museri typically sends her clients a draft proposal for discussion on their trip. There's no set package tour conveniently bundled by self-serving holiday resorts in Museri's world. She sometimes refines up to five versions of a trip until she finds one that fits the client's expectations. Many approach Andara Travel with no idea of where they want to go.

Museri doesn't sit in an office all year round either, choosing to make at least two trips a year to new destinations or existing one's on the itinerary that they want to check on again. Keeping tabs on their supply chain of operators, destinations and guides is particularly important in her remodeled tourism company. "We had real problems when we started," she says. "Because we couldn't find anyone with the same values as us. The customers weren't happy and we weren't happy either," recalls Museri.

Now with an established reputation as a trusted tour operator



"I WANTED TO GIVE PEOPLE AN OPPORTUNITY TO MEET LOCAL PEOPLE AND GET TO TALK TO THEM."

## 8 TIPS ON TRAVELLING RESPONSIBLY AND ENHANCING YOUR EXPERIENCE

- 1 | Buy local products instead of imported. Products from local communities help support them.
- 2 | Respect the environment. Maintain a distance from fauna and flora, don't pick it and don't throw trash on the ground.
- 3 | Use local transport where possible: rent bicycles or walk. It's also a good way to meet people.
- 4 | Be aware of your water use and don't use it excessively.
- 5 | Respect the socio-cultural norms of communities and encourage understanding and exchange. Learn a few words of the local language and remember to ask before taking photographs.
- 6 | Be proactive by contacting your tour operator after your trip. Suggest improvements and share comments that might help in reducing negative experiences for future travellers.
- 7 | If you promised to send a picture or gift to someone – do it!
- 8 | Don't over pack. You can buy essentials at your destination if needed and you'll be supporting the local economy.



she invites all her new partners to join the Argentinian Responsible Travel Association, inspiring them to get more involved in sustainable tourism. “In many instances they’ve already been practicing sustainable tourism, yet just didn’t know it yet, and the amazing benefits it can bring to their business,” says Museri.

Not fazed by the rise of online holiday and travel websites, Museri is of the opinion that much value can be found in a curated vacation that delivers the best local experience, while saving up to 40 hours of research. “What’s the big deal about just selling hotels?” she says. “Delivering an experience is a far more rewarding pastime for us.”

In an age of cheap air travel, that allows people to see the world, discover cultures and learn about the rest of humanity, an obvious dilemma arises: carbon footprint. “That’s why we call ourselves ‘responsible travel’ and not ‘sustainable travel,’” says Museri. “If we were sustainable, we shouldn’t accept any traveler to Argentina arriving from more than 800 miles away. Obviously we can’t do that, it’s not realistic.”

Ninety-five percent of Andara’s travelers come from the U.S., Australia, Europe, Canada and New Zealand, making long trips to get to Buenos Aires. “We explain to our clients that they should make the best choices available at their destinations to lessen any further environmental impact,” says Museri.

“Hotels will ask you to refrain from changing your towels and bed sheets in your room, which is okay, but they also do this for

commercial reasons. In addition, a hotel should have some type of water recycling and garbage separation. My biggest enemies are the amenities. I can’t believe that hotels still give you shampoo in little plastic bottles, it’s incredible.” Museri suggests refillable containers and biodegradable products instead. She also discourages frantic hopping around, trying to spend two days at each destination and flying from place to place.

Every time Museri feels the need to re-charge her batteries and re-confirm she’s on the right track she visits the NGOs she began with. She sees the heads of these charities, struggling in terrible situations. “They get up and continue every day and for me that’s a big part of my inspiration.”

“To share finances and knowledge with your team might seem counter-intuitive to running a business, but I’ve partnered with some of my team members and consider this the best type of leadership,” she explains. A former employee is now a 15 percent shareholder of Andara Travel and has helped boost the company growth. The team of eight now makes monthly payments to dozens of charities that form part of their tourism network. At the outset Andara sent only two travelers a month to these charities. They now receive between 50 to 100 travelers, and are making a decent income from it.

“The team is so much wider than what we have in our office,” says Museri. **RL**

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# DRIVEN TO SUCCEED

What would you do if you couldn't leave your home to run a simple errand without help? Stacy Zoern turned this challenge into a business opportunity for her and millions of others with disabilities.

**F**or Zoern, who lives with muscular atrophy, wheels have long been a necessary part of her life, providing some mobility to an otherwise stationary chair. Like many other people with disabilities, her life has been restricted by limited mobility. Rather than accept this unnecessary limitation Zoern decided to do something about it, not just for herself, but for millions like her. Today, wheels have become a passion that fills nearly every waking moment. Her solution, the tiny Kenguru, is the only car in the world built from the ground up for wheelchair-bound drivers, people for whom traditional adapted vehicles aren't viable. Zoern knows as much as any of her customers that it isn't just a

car. It's liberation and it's that personal connection to her product that motivated Zoern's extraordinary effort to get the vehicle into production. The prototype for the Kenguru might be sitting in a Hungarian warehouse collecting dust if Zoern hadn't discovered it online in 2010 when she was working as a patent lawyer at a large law firm.

"I knew this was perfect because it's a low speed vehicle. It's purpose-built for people in wheelchairs. You just roll into the car and go. I knew it would change my life so I wanted to buy one immediately," she says.

But, when she called the company to order one, she was told by its President Istvan Kissaroslaki that the car had not advanced beyond the prototype phase. Anticipated funding had evaporated

when the worldwide recession hit. She was told to call back in four years.

"I wasn't satisfied with that response. So when I called back about four days later and asked, 'How much money do you need to get this on the market?' he said, 'Probably about three million.' But he was laughing because I was just this crazy lady in Texas that didn't have US\$3 million," recalls Zoern.

Raising the money wasn't as easy as the aspiring entrepreneur thought, banks just turned her away. "I soon realized that I would need to approach individual investors, and so I went to people that I knew, friends and family first and got some people excited about the project."

Finally a check from an angel investor gave the venture a much needed lift.

"The first check was for US\$100,000.

And I remember getting that check and taking it to the bank. I'd never carried that much money before and was terrified, but also very excited because it meant that it was finally happening, it was becoming a reality."

Zoern incorporated Community Cars in June of 2010 and Kissaroszlaki joined her at her Pflugerville plant. They were on their way, but after clearing that first big hurdle, they ran into a wall. The car had been designed using metric measurements, but metric still was too costly to source in the U.S. So all the measurements had to be converted to U.S. standards. You'd think this was easy, right?

"It's not," says Zoern. "It's actually extremely complicated because your tolerances are so small and the measurements don't match exactly, and so that was a huge, huge project that set us back several months."

In addition, changing to standard measurements caused them unanticipated issues when it came to assembly, creating further costly delays and taking the young venture to the brink financially.

"We've had as low as US\$7 in our checking account at points. I mean, it's scary. You've got 10 employees that are depending on you. There's not



**"You just roll into the car and go. I knew it would change my life, so I wanted to buy one immediately."**

enough money. I don't take a salary. I've personally put all my financial assets, my whole life, into this project, as has my business partner."

But, Zoern hung in there, attributing her mental toughness to her lifelong struggle to simply get through a day.

"I depend on people for everything. Everything I do is difficult every day. So, I have to have assistance even getting out of bed in the morning and getting ready for work. When you have that your


whole life, you don't get discouraged as easily, I think. You just learn to adapt and persevere," she says.


That tenacity paid off, funding continued to roll in and they began to fill orders for their first model, the B1 Kenguru. All electric, the car sells for around US\$20,000 and can travel 60 miles on an overnight charge. With a top speed of 25 MPH, the maximum federal law allows, it's designed for routine errands close to home, hence the name Community Cars. While it's about as costly as a standard car, it offers a big advantage to people who use manual wheelchairs. Right now, to get that convenience, people have to opt for a wheelchair van, which can run US\$45,000 to US\$50,000.

"The next model that we're working on now, which is the model that I will need to drive, will be for power wheelchairs, and it'll be driven by a joystick so you'll need very little strength in order to operate it. This is going to be a life changer for people in power wheelchairs," explains the entrepreneur. Today, the only option is to spend around US\$100,000 for a specially modified van, like the one Zoern had as a young woman.

"We're hoping to keep the price point around US\$30,000," says Zoern. "It's actually something that's going to be affordable for people that didn't have an option before.

It looks like Community Cars might be around long enough for that car to become a reality, because after two years of sometimes hanging on by their fingernails, their gamble has paid off. They've raised the US\$3 million needed and now have a deal with a manufacturer in Florida to produce 500 units a year.

"Community Cars is fulfilling a dream for me," says Zoern. "Not only am I helping myself to get a vehicle that I can be independent in, but also just to be doing something so meaningful that I know I'm going to be helping ultimately millions of people on this planet that are frustrated just like I am. It brings a lot of meaning to my life." 

 [Get the extended story and more at www.realleaders.media](http://www.realleaders.media)



Stacy Zoern and Istvan Kissaroszlaki



By Georgina Lyttelton

# WORKING FOR LIFE AND LIMB

How innovative would you be if you knew millions of amputees would die in four to seven years without a low-cost prosthetic limb solution? A Pakistani doctor working in London has developed a prosthetic leg to help his countrymen back home. It's made from plastic drainpipe and costs US\$45.



**I**n 1980 Dr. Viqar Querishi qualified as a medical doctor in Pakistan and began working on a voluntary basis for the International Red Cross. He traveled to Lebanon, Beirut, Damascus, Greece and Italy – anywhere he could find civil unrest, earthquakes or volcano eruptions. He wasn't earning a salary but stayed in five-star hotels and traveled first class, courtesy of the humanitarian organization that valued his voluntary work. Yet despite the perks of the job, he felt the need to go beyond volunteering, and solve a fundamental problem that he saw everywhere.



Dr. Querishi lives in London but spends much of his time in areas of poverty and need around the world.

➔ **Because of his** first hand experience with trauma Querishi began taking an interest in orthopedic surgery, which he's now been practicing from Birmingham, the heart of the U.K., for the past 20 years.

A turning point came in 2005 when Querishi volunteered to assist with victims of the earthquake in Pakistan that registered 8.2 on the Richter scale, killing one million people immediately and displacing another four million. "I was an orthopedic surgeon and had done lots of amputations before," he says. "But nothing prepared me for the scale of this event."

Instead of discreet, one-on-one consultations with patients in the U.K., Querishi experienced hundreds of amputations in poor conditions, done at speed to try and save as many lives as possible.

When he returned to England, a well-developed country with health insurance and a National Health Services, he was struck by the contrast in support services between the two countries. The U.K. had amputees that were taken care of on an ongoing basis while Pakistan amputees had nothing, not even the prosthetic legs to stand on.

"Let's be frank," says Querishi. "The government is corrupt, people are illiterate and there's not much infrastructure. An amputation in an undeveloped country results in nothing for the amputee - you have an arm or leg missing and you cease to exist. You're locked in a back room and your parents feed you as if they're feeding an animal. You can't go out in public because people will laugh at you and you can't work because you have no mode of transport," he says.

Lying in bed all day usually results in bedsores that can kill, and life for the average amputee is limited to between four to seven years. Querishi reflected on his perceptions of the aftermath: The four million people who had been disabled by the earthquake were alive but faced a stigma that they were no longer active, valued citizens. He contacted the World Health Organization to seek a possible solution. The disparity grew even more alarming. Amputees in the Western World received the best possible prosthetic legs from Germany, France or Italy at an average starting price of US\$1,500 for the most basic model.

The lifespan of an artificial limb is between four and seven years depending on type and usage. Even if Querishi managed to find donors to cover the cost of prosthetic limbs for the developing world it would require replacement after a few years; an impossible task when viewed against the number of recipients.

Querishi knew he had to find a permanent solution where he didn't have to ask for money, grants or aid.

"I'm sick and tired of technology that comes to the Third World loaded on trucks to try and help and teach us something, only to go back without leaving a special screwdriver to maintain the equipment, rendering it useless until the following year when they return," says Querishi.

On his return to the U.K. Querishi did some research and discovered a company in India that was undaunted with the task of producing cheap, mass-produced prosthetics. When a country has a population of 1.2 billion you'll find industries that are geared to scale things quickly and cheaply.

The idea they proposed to Querishi was that PVC plastic drainpipes be used to construct the prosthetic legs. Once heated in an industrial oven, the plastic is easily molded to the correct shape of the amputee stump and is a hardwearing and durable material.

"It's available locally just about everywhere," says Querishi. "Every country needs to ferry water around in plastic pipes, you don't have to worry about importing and exporting and it costs around US\$45, making it easy to replace every few years."

He uses a leather belt for the straps which Querishi says is easily available in developing countries because of the endless supply from





“I tell people that I’m not coming until they agree to come out of hiding to work with me and that I also get a mix of both male and female people to train.”

animals that are killed for sacrifice or food.

Querishi’s recent trip to the Turkish/Syrian border, where he created a camp for victims of the war, saw the local economy flourish from the demand for locally sourced prosthetic materials.

“I tell people that I’m not coming until they agree to come out of hiding to work with me and that I also get a mix of both male and female people to train,” says Querishi. “We work from 7a.m. to 10p.m. for a month and by the time I leave they know exactly what to do.”

The foot of the prosthetic limb is made from rubber, usually recycled car tires, and Querishi finds that 90 percent of his patients have never known their shoe size before. He’ll typically do his research beforehand over Skype and Google with people in areas of need to check if materials are available and to order drainpipe that matches the skin color of people living in that area. Factories have been happy to help Querishi by adding different coloring to their drainpipes, safe in the knowledge that it will not affect normal sales – it will be buried out of sight in any case.


The turnover of prosthetics in the U.K. from amputees upgrading or wanting a more suitable model has created a wealth of discarded, and pricey, components that Querishi

collects and recycles for his drainpipe prosthetics.

When he asks for the bill from a drainpipe company in developing countries, he is regularly told that he will not be receiving one. Querishi’s unique strategy has shown local companies the value of innovation and how it can help communities become economically active again.

From his grassroots business model Querishi has also learnt lessons that he feels can be applied to much broader business principles.

“The West will never come and transfer technology in developing countries for free,” he says. “They will come, teach you something and then go away without giving you the blueprints. The European Union, for example, gave US\$3 billion to Pakistan to assist in the building of roads, but most will go into the pockets of corrupt officials.

Please, never give cash, but rather give in kind. If you give us plastic pipe, bulldozers or discarded school furniture, that can’t be eaten or abused can it? Cash corrupts and the West is partly to blame as it never lets people stand on their own feet.” 

 [Get the extended story and more at www.realleaders.media](http://www.realleaders.media)



## *Winning with Disabilities*

THESE AWARD-WINNING ACTORS AREN'T PRETENDING TO HAVE DOWN SYNDROME, THEY ACTUALLY DO. HOW DID ONE WOMAN COME TO UNDERSTAND THAT DIFFERENT ABILITIES ARE NOT DISABILITIES?

**Many Hollywood filmmakers** focus on marginalized communities in the plots of their movies to create moving and insightful drama. A young woman in Sydney has decided that making movies *with* the marginalized is an even better idea. The brainchild of Genevieve Clay-Smith, *Bus Stop* films uses people with mental challenges to create documentary movies.

Clay-Smith runs a branding agency, Taste Creative, from an industrial-looking building in central Sydney where her team has crafted creative messages for clients such as Virgin Australia and the Special Olympics. *Bus Stop* Films is a sister company started by Clay-Smith as she believes that all industries should be accessible to those who want a chance to be included. Being in the creative field, the film company is a response to this ideal. Her work is underpinned by human themes and an approach to film language that is



designed to emotionally engage audiences through pathos and humor.

She was heavily involved in working with the disability community a few years ago while simultaneously working as a freelance documentary maker. The organization, Down Syndrome New South Wales, had commissioned 18 months worth of documentaries centered around six families whose sons and daughters had Down Syndrome.

One of these subjects stood out and made a huge impression. When Clay-Smith first met Gerald, one of the people in the documentary, he burst out into a Shakespeare soliloquy, reciting the entire verse of the Balcony Scene from *Romeo and Juliet*. A shocked Clay-Smith walked away wondering who would ever give this obviously talented young man a shot at acting in a real movie. Days of overwhelmed wonder turned into a realization that she was going to be that person. A few weeks later while catching public transport she saw another person with an intellectual disability putting golden stars on a person he didn't know, laughing and enjoying that simple human interaction with strangers on a bus. The film *Be My Brother* was a result of this observation, staffed and run by people with Down Syndrome and intellectual challenges. It went on to win a major award at Tropfest, Australia's largest film festival, attracting huge attention.

"I had people with intellectual and physical disabilities helping to make the film, so I felt ethically driven to ensure that members of this community benefitted in a broader way," says Clay-Smith. Rather than being hired as a novelty, she aims to teach her team skills and offer work experience that creates employable prospects for many that are normally considered unsuitable for work.

*Be My Brother* was made on no budget and won a highly recognized award. It spurred Clay-Smith on. Gerald had been working at McDonald's before the film and now works at a theater. He's also featured in a few *Bus Stop* films and Australian TV commercials and does public speaking engagements.

Many non-profits in Australia now use the film for training and educational purposes and accreditation by authorities has seen *Be My Brother* become part of school English curriculum as a supplementary study guide.

Clay-Smith is inspired by authors such as J.R.R. Tolkien and how, even as a grown man, he possessed such an incredible imagination to reach people with profound stories around topics as simple as good versus evil.

"I like to immerse myself in the arts and people of excellence," she says. "Even Dr. Seuss, and his message of going places and doing things inspire me. Even as an adult, that's what I want to do. I want to create works that will last, with meaningful messages, with people that might not get the chance to do so."

A recent film, *The Interviewer*, has gone viral in Germany and they've received hundreds of emails from fans saying how *Bus Stop* has enriched their lives and changed their perspectives. *The Interviewer* has won over 30 international awards and the chance for the actors to attend mainstream film festivals and mingle in these circuits on a peer-to-peer level with other filmmakers has made them question who these people are and why they're there. "We want to start disrupting the industry and say, 'Hey, look what's possible; these guys are making award winning films – so anything must be possible.'"

Belgium and Russia have also been exposed to Clay-Smith's work and Gerald recently went to Russia to accept an award on behalf of one of the films. "While a short film is an interesting medium, a lot of people think it doesn't have much shelf-life," says Clay-Smith. "Because of the universal messages in our films, we're seeing people pick up on them and become transformed in their views. Any plot line that we feel will help people get inside the skin of somebody else and understand their perspective is something worthwhile. It's about building empathy so people can engage with others – those with whom they may not engage normally," she explains.

Their next film is a non-narrative, experimental film about love and loss featuring 12 people with intellectual disability who express their experiences through poetry, dance and visual metaphor. "At its core is heartache, love and discrimination, things that everyone has experienced at some point," says Clay-Smith. "There's more that connects us than what divides us – more than what we think."

*Bus Stop* aims to attract mentors who can guide their productions toward the international film circuit, while not having to rely on niche film festivals. The films are



**"We want to start disrupting the industry and say, 'Hey, look what's possible; these guys are making award winning films – so anything must be possible.'"**




Clay-Smith (above) has realized that disability may impede the body and mind, but not creativity

already screened at Oscar-qualifying film festivals and it's now up to Clay-Smith to apply the best business model to it, for which she is seeking advice.

Beyond her creativity, Clay-Smith has identified business as a crucial ingredient in creating social change and solving problems. "Any organization can look at employing a person with a disability or from a marginalized background," she says. "Bringing diversity and inclusion into the workplace really enriches the culture of a workplace. At Taste Creative we've already employed our first staff member with an intellectual disability. It's as simple as having an inclusive mindset and including different people in your world."

Clay-Smith feels it's the responsibility of businesses, both large and small, to have a diversity inclusion action plan in place and ask themselves how they can change a person's life by giving them a job and work experience.

"During the making of *Be My Brother* I was ethically driven as much as knowing how important the end result was," she says. "Seeing the joy on the faces of those involved was an aha moment in my life. Filmmaking can be so much more than just an egotistical pursuit to please directors and actors." 

 [Get the extended story and more at www.realleaders.media](http://www.realleaders.media)





## A PATH APPEARS: BUT WILL WE FOLLOW IT?

American journalist Nicholas Kristof has been called an “honorary African” by Archbishop Emeritus Desmond Tutu for shining a spotlight on neglected conflicts. Best known as a Pulitzer Prize winning columnist for *The New York Times* and best-selling author, Kristof has rewritten opinion journalism, with an emphasis on human rights abuses and human trafficking. In this *Real Leaders* exclusive interview, Kristof shares his insights on leadership, influence, and how to lead with stories that move people.

### *What do you see as the benefit of working as a team with your coauthor and wife Sheryl WuDunn?*

I’m not sure if these types of partnerships work with every couple, but with Sheryl and me it’s enormously fulfilling. There are so many areas where one plus one equals three and we bring different perspectives to bear. If we write a book together I will write a chapter and then she will write some chapters. We edit each other and they are better chapters for having had another professional writer edit them. It gives our marriage an equality and shared ownership that I think creates a broader partnership. Some proof of it working is the fact that in 1990 Sheryl and I won the Pulitzer Prize for our coverage of China’s Tiananmen Square democracy movement.

### *What’s the best way to influence business leaders and to show them that doing good is also linked to their business doing well?*

A CEO who ignores social issues and values does a disservice to his company. Young people today very clearly want to work for a company that they feel proud of. If you’re a CEO and not concerned with the broader social issues, you’re messing about and not maximizing your shareholders value. I think a lot of CEOs think that they shouldn’t worry about those fuzzy things and just worry about maximizing profit. The truth is, that unless they start to worry about those fuzzy things they’re not going to be the best they can be.

Engaging social issues does make it harder to achieve shareholder value and it’s obviously about how you balance net income versus the increasingly pertinent issues in the world. It’s a different yardstick, but that is why they are CEOs. They need to make difficult decisions and there are always trade-offs. If you don’t have employees who are proud to work for a company and feel a sense of mission, you won’t get the best out of them. You won’t retain them either – this is already more true today than it was 10 years ago. In 10 to 20 years from now it will be even more true.

### *What can CEOs learn from your latest book, **A Path Appears: Transforming Lives, Creating Opportunities**, that you coauthored with Sheryl?*

Our book is a road map to becoming the most effective global citizens we can be. Many companies have always been on the fringe, generating very secondary activity with not much thought going into social responsibility and not much return or impact to show for it. I think companies are under-utilising what could be a very powerful way to shape the image of their companies. It would help recruitment, retention and improve

their relationships with contractors. Suppliers and other companies they do business with would benefit too. Making a board member responsible for CSR is a good idea and I think companies could lend employees to non-profits for a while. CSR should relate to the core competence of a company, and not be some kind of fringe thing. Of course, an important aspect of companies is that they have money and resources, but another important asset is knowledge and skill. Taking a company's competency and applying it to a social need is very powerful.

#### ***What are you hoping to achieve with your work?***

It does feel to us that there are many people who want to do the right thing and want to make a difference, but don't know how. They feel frustrated that the problems seem too big and that solutions seem too uncertain to have an impact. It seems as if there is emerging evidence, and pretty robust data, about what will have a powerful impact that is fundamentally different to what worked 20 years ago at home and abroad. Sheryl and I wanted to bring that evidence to individuals and companies. And while individuals can certainly accomplish a lot, one of the reasons we emphasized companies in the book – especially ones that take on a social mission – is that they can accomplish so much good instantly with vast impact.

#### ***At what point in your life did you transition from a reporter to a leader?***

After I became a columnist for *The New York Times* I quickly realized the impact of a columnist comes less from persuading people about issues that are on the agenda and more from helping to highlight something that is not. This approach actually helps in getting it onto the agenda. If I write about gun control, the Middle East or U.S. President Obama it's very difficult to change someone's mind, but if I can highlight some powerful principles it becomes a powerful solution. My experience has shown me that it really does have an impact. I like to think of myself as being in the lighting business, not the heating business.

I started my column in 2001 and for much of the first two years I wrote about how the war in Iraq was a bad idea. It helped that these stories had no impact, and I then began to write about other issues: human trafficking, poverty and the war in Darfur, Sudan. I felt I could have an impact on those issues, shake people up and get the White House to start worrying about these things. Sheryl was doing the same thing at that time, so we decided to focus on these issues. She was previously a banker and clearly sees companies as part of the solution.

#### ***How would you describe a real leader?***

Leadership is not just standing in front of a crowd, but pointing the crowd in a direction too. You will sometimes disagree with your followers, yet inspire them to do things differently




regardless. You need to be in front of the crowd, yet not go where they are going. I think Ghandi was a heroic and moral leader. Archbishop Emeritus Desmond Tutu is a remarkable person who is willing to say unpopular things, be bold and make people behave in ways they might not have. At the same time, he has an incredible childlike authenticity which is rare in a leader.

#### ***How should young people engage the world around them?***

There's a view among some people that the first third of your life should be spent studying, the middle third making a mint and the final third giving back. I think this is a harmful view. If you do that you'll cheat yourself for two-thirds of your life. I would like to see young people incorporate a measure of giving back in some form, to try and make a difference from the beginning of school. It might be part of their education or part of their career.

#### ***If you had an opportunity to influence companies directly, what in your opinion would have the most impact?***

I would work a lot on CSR because I think there's a general recognition among companies that CSR is often not very successful. Talking about mistakes and failures is actually good because many companies tend to talk about how wonderful their CSR is and don't really learn from their mistakes.

You need to reach out to board members who might be willing to think more frankly about this, because they have some distance between themselves and management. We really haven't learned the lessons of CSR. Categorizing this idea as something separate from your main business is setting yourself up for failure. 

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## WHAT THE WORLD NEEDS NOW...

**I**f love is a verb, and is demonstrated through one's actions, then true leadership is love on steroids! We rarely talk about love in the context of leadership, the two seem completely detached from each other. Yet, from talking to countless leaders around the world I've heard time and again the same answers to my favorite question: Who do you look up to as a Real Leader?

Without hesitation, the names I hear most often include: Nelson Mandela, Mother Teresa, Gandhi, Muhammad Yunus and Martin Luther King. Notice anything familiar about them? They're all down-to-earth, approachable figures that led with an expression of love and commitment to a cause greater than themselves. They might not all qualify as business leaders, but they inspire business nonetheless.

Real leadership involves someone who is passionate about improving the lives of people on a grand scale – people they don't even know, but for whom they still harbor empathy. The more effective a leader is at helping others, the more likely their own life will improve. Self-enrichment may be a fortunate side-effect of this approach, but it's not what drives them. This sounds a lot like love, doesn't it?

As with love, leadership is best demonstrated through actions rather than words. Action is what separates the talking and pontificating from the leading, and much like that famous saying about love, it "makes the world go round." Imagine how much better our world would be if purposeful, action-based leadership were the norm, versus a rarity.

Think for a moment about who you respect and follow as a leader? Who do you admire as being authentic and caring? Who piques your interests, tugs at your curiosity, or more importantly, inspires you and others to take action?

Typically, it's not the person you might think, such as an authority figure, big talker, or even a president of a country. Instead, it's the rare individual that you recognize as having a clear and inspiring vision, and the guts to act on it, that captures your heart and motivates you to greatness too. Great leaders create ripple effects and can change the lives of others forever.

Leadership, as with love, has an addicting kind of "high"

that makes us want to continue, even when the challenges appear insurmountable. There is something deep inside every one of us that ponders about living a life that mattered and that leaves the world a better place than when we found it.

In a world that has increasing amounts of fear-driven leadership, clouded by ideology, politics and self-interest, I feel strongly that it's up to the business leaders to cut through the noise and provide simple yet effective solutions to the social problems faced by billions of people living in under-served communities around the world. Yes, read differently, that means billions of potential new customers!

I'm convinced that we'll continue to see a rise in the number of real leaders over the next five years. The advancements

in technology and our increased connectivity through the Internet has resulted in a stronger voice for the A-word – Action!

Followers can now jump on board the leadership cyber-wagon much quicker than ever before – by following individuals, organizations and causes at the tap of a touchscreen.

The leaders who benefit the most from this will be those who can filter out the authentic voices from the terabytes of content that flood into our screens and in-boxes on a daily basis. Perhaps by the year 2020, we will all see things clearer and from different perspectives, because we acted on issues now that will make a difference.

So, what's your "A" word? What action are you going to take to ensure that leadership structures in your organization reflect the diversity you see around you? What action will you take to express love through leadership? What's your vision for action and what timeline have you set to make it happen?

Falling in love with action-oriented leadership may totally take you by surprise; a new path can suddenly appear creating more happiness ... in business and in life.

Thomas Edison said it best, "If we did the things we are capable of doing, we would literally astonish ourselves." You can start taking action now by sharing your thoughts with me at [Julie@real-leaders.com](mailto:Julie@real-leaders.com). **RL**

*Julie Edwards is President of Real Leaders.*





# ARE YOU MAN ENOUGH FOR GENDER EQUALITY?

“INCLUDING 50%  
WOMEN ON MY  
BOARD AND  
LEADERSHIP  
TEAM RAISED OUR  
COLLECTIVE IQ,  
LOWERED OUR RISK  
AND IMPROVED OUR  
PERFORMANCE.”

– KEVIN MAGGIACOMO, PRESIDENT & CEO,  
SPERRY VAN NESS INTERNATIONAL CORPORATION



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