

**MO 637: INTRAPRENEURSHIP:  
LEADING SOCIAL INNOVATION IN ORGANIZATIONS  
WINTER A, 2017  
UPDATED SYLLABUS, 1/11/17**

**Overview**

This class is about creating positive change without authority in organizations. It will provide you with a practical toolkit for driving social and environmental change from within established organizations, while advancing core business objectives. It will draw on the first-hand experiences of intrapreneurs who have created business lines and organizational changes that are both financially viable and achieve outcomes beyond profits.

This semester, we will be joined by guests from IBM, Amcor, Kellogg, Whole Foods, General Motors, and Cascade Engineering.

**Course Objectives**

By the end of the semester, you will:

- Have a greater understanding of your identity and capability as a change agent, even without a formal position of authority
- Gain a rich range of examples of companies making a positive difference while advancing core business objectives
- Learn a categorization of different kinds of social innovation that occurs in organizations
- Understand the mix of timing, personal characteristics, environmental conditions and influence tactics that enable intrapreneurship
- Be able to map and analyze social networks and identify the key influencers in a system
- Be able to identify a company's key values and how to communicate your ideas within a particular corporate culture
- Be able to communicate a value proposition for social innovation and adapt it to the learning styles of different stakeholders
- Understand your different options to organize others in their efforts
- Have gained insight into the pitfalls that you may face as an intrapreneur, and ways that others have successfully overcome these obstacles

## The plan of the course

Getting a major initiative to succeed in big organizations is much like leading a social movement. It takes being able to read the opportunity structure and think like an entrepreneur as one's career develops; mapping the social system to locate allies inside and outside the organization; framing the initiative in a way that motivates decision makers and makes the business case; and mobilizing a team using available structures and technologies.

The course draws on the latest advances in social research, network analysis, and information technology to provide a toolkit for leading social innovation within organizations.

- We lay out a framework for how effective social movements change organizations. This framework includes four parts: reading the opportunity structure; framing the case effectively as a business proposition; mapping the social terrain to locate allies and supporters; and mobilizing allies into a team.
- The second session breaks down the process of recognizing opportunities and lays out some of the factors distinguishing successful from unsuccessful social innovations. We learn basics of *content analysis*, which allows us to use corporate documents (e.g., annual reports, press releases, speeches) to summarize the core elements of a company's culture.
- The third session lays out good strategies for making the case for change to decision makers. We practice the elevator pitch for social innovations.
- The fourth and fifth sessions are training in the tools of *social network analysis* and their application as a way to visualize and quantify the social terrain. Here, we will see how to use public information and how to secure data to map out the power structures inside and around the organization.
- The sixth session highlights tools for mobilization that have underlain actions from whimsical "flash mobs" to political protests in the wake of contested elections, and how they may be used within the context of organizations.

In the second half of the course, we go through several cases of successful and unsuccessful social innovation in organizations via "live cases" with social intrapreneurs addressing real issues in their companies. Innovations can be of several types:

- products (selling goods and services whose value extends beyond profit),
- practices (making how we do it more sustainable),
- people (making the workplace more just and rewarding), and
- public (building the community beyond the walls of the institution).

In the penultimate session we see how dispersed initiatives can aggregate into wide-scale social change, drawing on the experience of one company that has sought to institutionalize social innovation.

We end by reinforcing the most important learning points of the semester: what are the things that you will do differently as a result of taking this class?

## **GRADING**

Grades are based 40% on individual work (including class participation) and 60% on group work.

### **Individual work**

#### **25%: Class participation**

25%: Your contribution to class discussion is evaluated according to your input and comments about the analyses of cases and conceptual material. Both the quality and quantity of your participation are important, but we emphasize quality over quantity. High quality comments include those that enhance the learning of all members of the class, demonstrate a thorough analysis and preparation of the assigned materials, summarize key portions of the discussion and move us in a beneficial direction, evaluate and constructively critique ideas presented by others, and/or draw from your own experience or cultural background to shed new light on the discussion.

#### **15%: Live cases Memo to an intrapreneur**

You will write one two-page (no more than 1000 words) memo to your “live case” intrapreneur. The memo should draw on the frameworks and tools of the course to analyze the current challenges the intrapreneur is facing with their innovation and propose courses of action. Note that this is an *individual assignment*. Memo due before the class with your intrapreneur’s live case.

You will also present a brief summary of your recommendations to the intrapreneur in question.

### **Group work**

**10%: Analyzing a corporate culture and making the case for a social innovation.** Using content analysis software and company documents, your group will analyze the company of your choice (you may choose to study your live case company), and make a suitable pitch to adopt a “Corporate Service Corps” (described in the IBM case). 2 page memo; due before class 1/17.

**10%: Mapping power structures using social network analysis.** Using social network analysis software, your group will analyze the networks of managers in a professional firm (Capital Partners), described in the case to identify key players. 2 page memo; due before class 1/24.

**40%: Final project.** Each group will work on the case of a specific social innovation that a real company is considering. At this stage we will have gone through all parts of the framework, and

you will still have three weeks to provide a high quality final product. The final deliverable is a group memo to an intrapreneur at the company (no more than 10 pages double-spaced, due 2/17 at 6pm) that applies the tools and frameworks of the course to help them champion this innovation most effectively.

Note that **group grades can be adjusted** based on feedback from the group at the end of the course.

## **ACADEMIC HONOR CODE**

Personal integrity and professionalism are fundamental values of the Ross School of Business community. This course will be conducted in strict conformity with the Academic Honor Code. The Code and related procedures can be found at <http://www.bus.umich.edu/Academics/Resources/communityvalues.htm>. The site also contains comprehensive information on how to make sure you have not plagiarized the work of others. Claimed ignorance of the Code and relation information appearing on the site will be viewed as irrelevant should a violation take place. Non-Ross School students taking the course should also familiarize themselves with the Code as they will be subject to the Code while in this course.

## **CONTACTING THE PROFESSOR**

**Office hours:** Before and after class, and by appointment. Given the time demands facing the students of this course, I am happy to set up times to meet you on campus or off, during normal business hours or after, even on weekends if it's urgent. Of course, it's rarely that urgent, and the best way to reach me is usually via e-mail ([chriswhi@umich.edu](mailto:chriswhi@umich.edu)).

## **ACCOMMODATIONS**

The University of Michigan is committed to providing equal opportunity for participation in all programs, services and activities. Students wishing to receive testing accommodations must register with the UM SSD ([Services for Students with Disabilities](#)) as soon as possible. Students must then submit their Verified Individualized Services and Accommodations (VISA) form via online web form as early as possible, but no later than two weeks prior to the test or quiz for which accommodations are requested. For Winter 2017, new requests for midterm accommodations must be received by **February 3, 2017, and April 6, 2017** for final exam accommodations.

Requests only need to be submitted once during your academic career at Ross. If you have already received accommodations you do not need to resubmit your paperwork. For NEW accommodation students, requests must be sent using the [Accommodations Request form](#) and must include:

- a scanned or photographed copy of the VISA form
- your name

- the classes and related section numbers

All requests must be made via the web form. Questions can be directed to the Accommodations Coordinator at [RossAccommodationsCoordinator@umich.edu](mailto:RossAccommodationsCoordinator@umich.edu) .

In rare cases, the need for an accommodation arises after the two-week deadline has passed (for example, a broken wrist). In these cases, the student should still contact SSD and the Ross Accommodations Coordinator at [RossAccommodationsCoordinator@umich.edu](mailto:RossAccommodationsCoordinator@umich.edu), however, due to logistical constraints we cannot guarantee that an accommodation can be made after the two-week deadline has passed.

## **DELIVERABLES CHEAT SHEET**

**BEFORE 2ND CLASS: EVERYONE DOWNLOADS YSHIKODER AND LOGICS.TXT FILE**

**BEFORE 3RD CLASS: GROUP PREPARES (NO SLIDES) PITCH TO GUEST; GROUP FRAMING ASSIGNMENT DUE BY 9.30AM**

**BEFORE 4TH CLASS: EVERYONE SETS UP A TRUSTED FOLDER AND DOWNLOADS NODEXL**

**BEFORE 5TH CLASS: GROUP NETWORKS ASSIGNMENT DUE BY 9.30AM**

**BEFORE 6<sup>TH</sup>-10<sup>TH</sup> CLASS: ON THE DAY YOU ARE PRESENTING: GROUP LIVE CASE SLIDES DUE BY 9.30AM; INDIVIDUAL LIVE CASE WRITE UPS DUE BY 9.30AM**

**BEFORE 12<sup>TH</sup> CLASS: COURSE REFLECTIONS SLIDES DUE BY 9.30AM**

**FEB 17, 6PM : GROUP FINAL PROJECTS DUE**

## **COURSE OUTLINE AND SCHEDULE OF SESSIONS**

### **Session 1: Overview: How to lead social innovation at work**

#### Readings:

Chapters 1-3 of *Changing Your Company From the Inside Out*.

Sustainability, "The social intrapreneur: A field guide for corporate changemakers." **(On Canvas under "Files>Additional readings." OPTIONAL.)**

**Session 2: Reading the landscape: how to recognize opportunities for change**

Readings:

Chapter 4, "When: Opportunity structures." In *Changing Your Company From the Inside Out*.

Klaus Weber, "Management logics: Framing the case for social innovations." **(On Canvas under "Files>Tools for framing and content analysis>Management logics and framing.")**

Before class:

Download the free Yoshikoder software and the "logics.txt" file from Canvas (under "Files>Tools for framing and content analysis.")



**Session 3: Making the case: how to frame your innovation and make the business case**

Readings:

Chapter 5, “Why: Making the case.” In *Changing Your Company from the Inside Out*.

“IBM: The Corporate Service Corps.” (HBS case #9-409-106). **(Coursepack.)**

Susan Ashford and James Detert “Getting the Boss to Buy In”, *Harvard Business Review*,  
January-February 2015. **(Coursepack, OPTIONAL).**

Before class:

Framing Assignment due to [ChrisWhi@umich.edu](mailto:ChrisWhi@umich.edu) in MS Word by 9.30am.

During the class session, your group will pitch the idea of a CSC in an “elevator pitch” format **(i.e., PowerPoint-free, notes-free plain English - you will need to “translate” from the language of the software to someone unfamiliar with the terminology)**. That is, you will have 2 minutes to persuade your target person that a CSC would be a good idea for the company of your choice. Kevin Thompson will give feedback. Please use your new skills in language analysis to help frame your pitch.

Guest analyst:

Kevin Thompson, IBM

## Session 4: Acquiring the network toolkit and understanding power structures

### Readings:

Chapter 6, "Who: Understanding social networks." *Changing Your Company From the Inside Out*.

Gerald F. Davis, "Mapping networks using NodeXL." **(On Canvas under "Files>Tools for Network analysis>Guide to assessing networks in organizations.")**

### Before class:

## MO637 Network Analysis: Getting Started

### 1. Set up a Trusted Folder

1. Create New Directory on your C drive called Network Analysis.
2. Open Excel
3. Click on the File Menu
4. Near the bottom left you will see Options. Click Options
5. On the left hand side of the screen you will see several items. Click Trust Center.
6. In the middle right of the Trust Center window you should see a button called "Trust Center Settings." Click Trust Center Settings.
7. On the left hand side of the screen you will see several items. Click Trusted Location.
8. Toward the bottom right hand corner of the window you will see a button called "Add new location." Click Add new location.
9. This will bring up the Microsoft Office Trusted Location window. Click the Browse button and navigate to the C:\Network Analysis, the folder you created in step 1.
10. Place all network data files in this folder as it is now a trusted location!
11. Get your network analysis on!

### 2. Download NodeXL

#### **a. PREFERRED: Download NodeXL to a PC**

1. Go to <http://nodexl.codeplex.com/>
2. Click the big download button
3. Follow the prompts on the wizard

#### **b. NOT PREFERRED: Download NodeXL to a Mac**

NodeXL requires Office 2007, 2010 or 2013. If you have a Mac and use Bootcamp or Parallels with Office installed, you can stop reading here, because you probably already know how to run Windows software on your machine.

NodeXL is not a pre-installed program. However, users can install the template file themselves. Please note that you will have to install the file every time you start a new session. In addition, you will not be able to recover files on the remote computer after ending your session. The remote computer's desktop should only be used for temporary files you don't plan to keep. If there is a file you want to keep, email it to yourself or use cloud storage services such as Dropbox or MBox.

1. Go to: <http://www2.bus.umich.edu/MyiMpact/technology/virtual-computer-lab>
2. Click on the Apple icon to download the application.
3. When prompted, copy and paste the server URL from the Virtual Lab webpage above.
4. Enter your username and password. Make sure the selected domain is UMROOT (default).
5. Now, after loading, inside your web browser, you'll see the remote computer's desktop.
6. Open a web browser within the remote computer's desktop (e.g., an Internet Explorer window inside a Safari window), and go to: <http://nodexl.codeplex.com/>
7. On the right panel, you'll see a purple box named "download". By default, it will download "NodeXLBasicExcelTemplate2014Setup.exe" in C:\Users\my\_username\Downloads.
8. Execute the file, and install the program.
9. Once you see the success message, now you're ready to use NodeXL.
10. Open Windows explorer (Windows icon at the bottom left corner) All Programs. At the top you will see "NodeXL Excel Template".

Troubleshooting: email Eun Woo Kim ([eunwoo@umich.edu](mailto:eunwoo@umich.edu)) and Chris White ([chriswhi@umich.edu](mailto:chriswhi@umich.edu))

During class, we will step through some simple network analyses. This will make much more sense if you have already downloaded the software and walked through the tutorial!

**Session 5: Mapping the social terrain in organizations and locating the mavens and playas**

Readings:

Malcolm Gladwell, *The Tipping Point*, first three chapters. (Consider [1] who are connectors, mavens, and salesmen, [2] how can one use social network analysis to identify them, and [3] how do they achieve their network positions?)

Wayne Baker, "The More You Energize Your Coworkers, The Better Everyone Performs", Harvard Business Review (COURSEPACK)

Case:

Capital Partners

Your 2-page "Mapping power structures..." memo is due today.

**Session 6: How to mobilize allies**

Readings:

Chapter 7, "How: Platforms for mobilizing." In *Changing Your Company from the Inside Out*.

Clay Shirky, *Here Comes Everybody* (chapters 5, 10, and 11)

Malcolm Gladwell's rebuttal:

[http://www.newyorker.com/reporting/2010/10/04/101004fa\\_fact\\_gladwell](http://www.newyorker.com/reporting/2010/10/04/101004fa_fact_gladwell)

**Session 7: Public: enhancing outside impact**

Readings:

Michael Porter and Mark Kramer, "Strategy and society: the link between competitive advantage and Corporate Social Responsibility", *Harvard Business Review*, December 2006: 78-92. **(COURSEPACK.)**

Briefing from intrapreneur to be distributed before class

Live Case: Kellogg

Guest: Paloma Lopez (See bio)

**Session 8: People: making the workplace more humane**

Readings:

Spreitzer and Porath, "Creating Sustainable Performance", *Harvard Business Review* **(COURSEPACK)**

Catalyst, "Engaging in conversations about gender, race, and ethnicity in the workplace" **(On Canvas>FILES>ADDITIONAL READINGS)**

Briefing from intrapreneur to be distributed before class

Live Case: Whole Foods Market

Guest: Larry Austin (See bio)

**Session 9: Practices: making the business more sustainable**

Readings:

Stuart Hart, "Beyond greening: strategies for a sustainable world." *Harvard Business Review*, January/February 1997: 67-76. **(COURSEPACK.)**

Briefing from intrapreneur to be distributed before class

Live Case: Amcor

Guests: Leonore Hijazi and Dave Clark (see bios)

**Session 10: Products: creating a multiple bottom line venture**

Reading:

Jeffrey Dyer, Hal Gregerson, and Clayton Christenson, "The Innovator's DNA." *Harvard Business Review*, December 2009: 61-67. **(COURSEPACK.)**

Briefing from intrapreneur to be distributed before class

Live Case: General Motors

Guest: Alex Keros (see bios)

## **Session 11: From Intrapreneurship Initiative to Institutional Integrity**

### Readings:

Chapter 8, "Change your company, change the world." In *Changing your company from the inside out*.

"Cascade Engineering: Building frontline employee programs for triple bottom line impact." Jennifer Hu, Melanie Lowenberg, and Rohini Chojnacki. Aspen Institute Business & Society Program case LWW-02. **(COURSEPACK)**. [Note: this case was written by three alums of MO637 and won the 2012 Aspen case competition.]

### Live Case: Cascade Engineering

Fred Keller, Mark Miller, Kenyatta Brame, Christina Keller, Keith Maki (see bios)



**Session 12: Group presentations and wrap-up**

Readings:

No additional readings are assigned for this day. I expect you will be very busy with your final project. During this session, groups will share their key learnings from the semester.

## ASSIGNMENTS

# Analyzing a corporate culture and making the case for a social innovation

Every organization and every important decision maker has preferred but rarely explicit logics for how to evaluate opportunities and projects. Content analysis of corporate and individual communication shines light on these often hidden preferences and biases. Your group will analyze the profile of logics that a publicly traded company employs, using the framework of seven logics described in the Weber reading (“Management Logics...”). The following companies all have much publicly available material to analyze: HCA, Walt Disney, Unilever, Coca-Cola, Procter & Gamble, Ericsson, 3M.

Your group’s task prior to Session 3 is to use Yoshikoder to process publicly available company documents and, based on this, to make a persuasive pitch for the company to adopt a corporate service corps (CSC). A CSC is a global service program in which employees of a company stop out of their day jobs to work as a team with NGOs to complete specific and substantial short-term projects, often in developing countries. “Short-term” can have a flexible definition: at IBM, it is three months of pre-work; one month in country; and one month of post- processing. Your task is to make a convincing case for adopting a CSC that is customized to the particular culture of your client company, using the themes, authorities, data, and language likely to work best there. During class you will have 2 minutes to make an elevator pitch to skeptical decision makers, and your colleagues.

## Data

For the purpose of this exercise, you have to compile a corpus of texts produced by the organization or person and use the quantitative content analysis method described in “Management Logics: Framing the Case for Social Innovations” (on Canvas). You may obtain these data from a variety of sources: statements and press releases on company websites, annual reports, letters to shareholders, and internal memos or reports are good sources for organizations. Personal blogs, transcripts of speeches and interviews or letters to shareholders/stakeholders are good sources for individuals. To make the analysis robust, you should select sources that are likely to reveal general orientations (e.g., general statements, not highly specific or brief pieces), and you must use several documents (a minimum of 3-5, depending on length).

## Resources

Links to the most important resources for this exercise are posted in Canvas (Files>Tools for framing and content analysis). This includes a Zip file with the Yoshikoder software and the “logics.txt” file, which you will also want to download. It also includes a description of how to

use Yoshikoder to analyze and make sense of corporate documents, posted as “Management logics and framing.pdf.” (This is the Weber assigned reading)

A short and informative description of CSCs at different companies and their benefits is in Thompson, “Global Service,” posted in Canvas (Files>Additional readings>03. Thompson, “Global Service”). Kevin Thompson’s story is in the HBS case “IBM: The Corporate Service Corps” (see coursepack).

### Questions to consider

1. What is the profile of logics of this company or person?
2. What likely explains the pattern of logics you observe? How do they map onto what else you know about the organization?
3. What are the implications for pitching social innovations in this company?
4. What types of social innovations are easier/harder to sell in this company?
5. What are limitations of the data sources, and how would you overcome them in an ideal situation?

### Deliverables

1. A two-minute **pitch** (i.e. make the case to our guest, don’t just answer the questions above) by a member of your group delivered elevator style: no PPT, no notes (during class)
2. A 2-page memo answering the questions above, uploaded to Canvas before class.

# Mapping power structures using social network analysis

Social network analysis (SNA) is a method of graphing and analyzing the connections among people—who knows whom, who has worked together, who goes to whom for advice, who hates whom, and so on. Using this information allows us to pinpoint who are the mavens, salespeople, irreplaceable people, potential bottlenecks, and allies for change efforts. Understanding the networks inside and beyond the company can be an extremely powerful tool for advocating change.

Your group’s task for this session is to use NodeXL to analyze the social networks at Capital Partners and answer a few questions based on your analysis. The data are already collected and ready to analyze.

## Client

Capital Partners (CP) is a commercial real estate company in the Washington DC area. CP has three offices, in Fairfax County VA (headquarters), Montgomery County MD, and Prince Georges County MD. It has three market groups (divisions): industrial, retail, office. It also has three relevant formal positions in the hierarchy: partner, leasing agent, staff.

CP is described in reasonable detail in the case posted on Canvas in Files>Network data and cases>Capital Partners case>Capital Partners case.

## Data

Data on networks were collected from surveys of partners and leasing agents at Capital Partners. Go to Canvas>Files>Network data and cases>Capital Partners case for everything you need.

“Capital Partners network survey...” is the paper-and-pencil survey used to gather data in the actual company. (If we re-did this today, we would almost certainly use a Qualtrics survey.)

“Capital\_Partners\_network\_data.zip” contains four network datasets that can be opened and analyzed with NodeXL:

- cp\_weekly.xlsx : Based on the survey question “About how often do you have discussions with this person in order to get your job done?” [1=at least weekly]

- cp\_advice.xlsx : “Have you gone to this person for advice on handling a difficult business decision?” “Has this person come to you for advice on handling a difficult business decision?”
- cp\_promote.xlsx : “Have you talked with this person about decisions to promote a leasing agent to partner?”
- cp\_social.xlsx : “During the past few weeks, did you socialize with this person after work or on a weekend?”

## Resources

Links to the most important resources for this exercise are posted in Canvas (Files>Tools for network analysis). This includes a link to the download site for NodeXL, a brief how-to guide for downloading and opening NodeXL, a very useful tutorial, and an astoundingly useful “Guide to assessing networks in organizations” (the Davis reading).

## Questions to consider

Please answer the following questions and explain how you arrived at your conclusions—that is, what measures did you use, and why are these the right ones?

1. Who is central by different measures? Why? What happens if the most “between” person departs?
2. Who is a maven? Who is clueless?
3. Up to whom should leasing agents be sucking for a promotion?
4. Who is a playa? (in the network analysis sense... this is a “for fun” question: just give your working definition of “playa”, and offer your analysis and conclusions)

## Deliverable

A 2-page memo answering these questions and providing supporting analysis, uploaded to Canvas before class.

# Live Cases

The Live Cases are designed as working sessions. Our guests, visiting intrapreneurs, will provide relevant background materials about their initiative and a particular challenge they are facing prior to their visit. You will provide input to an intrapreneur in the form of a group presentation and a short individual memo.

## Group presentation.

Each group will be assigned to one of the guest intrapreneurs to present their recommendations in class. Recommendations should draw on the frameworks and tools of the course to provide useful, actionable advice to the intrapreneur, who will have a chance to respond and probe your ideas in class.

## Individual memo.

Each individual will write a memo (no more than 1000 words or 2 pages, whichever is less) to their intrapreneur, submitted prior to the class session via email. These memos will be graded according to a system of “check”, “check minus” and “check plus”. Most memos will receive a grade of “check”, indicating that the memo satisfied the criteria above and should lead to a good discussion. In some cases, a “check plus” grade will be awarded when the write-up is exceptionally good. A “check minus” will be given when the write up is substantially less than the norm that is expected for this assignment.

In grading the presentations and memos, we are not looking for the one “right answer”. Rather, the goal is to make sure you have thought about the scenario in depth, have used the appropriate tools and frameworks to address the issues at hand, and have developed a consistent and logical argument. The focus is on applying tools and concepts in the course to a complex intrapreneurial challenge.

## Deliverable

Group slides (emailed to the instructor ([ChrisWhi@umich.edu](mailto:ChrisWhi@umich.edu)) and individual papers (uploaded to Canvas) are due by 9.30am on the day of the relevant class.

# Final Project: Advice to a social intrapreneur

To put the framework and learnings of the class to work, your group will be working with Cascade Engineering to advance a potential social innovation. It might be a new product or service, an improved process, changes in people management practices, or an effort to enhance the organization's broader impact on the public. We will provide you with a written scenario and internal materials from Cascade to apply your learning from this class, and other skills and knowledge.

## Understanding and addressing the challenge

Your team should use the tools of the class to diagnose the situation and opportunity and provide concrete, actionable recommendations. Consider the four components and their questions: Why now—that is, how has the opportunity structure changed? Why—what is the innovation, what's a compelling frame, and what's the business case? With whom—what is the social network like, and who are likely allies (and opponents)? How—how can allies be mobilized to action, and with what tools and motivations?

## Deliverables

Each group will upload to Canvas a paper (no more than 10 pages double-spaced, in MS Word; appendices optional beyond 10 pages) no later than 6pm on February 17. The group's grade will be based on understanding of concepts, application of concepts, and effectiveness of communication, both in the presentation and in writing. (Grades can also be adjusted for individuals based on the feedback of the group.)

**GUEST BIOS**

## Kevin Thompson



Kevin Thompson's varied experiences span from managing a farm and agro enterprise in rural West African as a Peace Corps volunteer to leading a global marketing organization for IBM.

Kevin currently works for IBM Commerce, Mobile and Social. With over 12 exciting years at IBM, Kevin has had jobs in strategy, corporate citizenship, brand management, market insights and research, account focused marketing, innovation programs and field enablement and in locations ranging from his home office in Ann Arbor, Michigan to five continents.

Along the way Kevin has been named a First Mover Fellow with the Aspen Institute, recognized in the NY Times and other publications and books, featured in a Harvard Business School case study and won a FrED Forum innovation award. Kevin has also published on topics ranging from cloud computing to next generation leadership.

A high water mark in Kevin's career was the creation, design, and scaling of the Corporate Service Corps (CSC), often called a "business version of the Peace Corps." The CSC has deployed thousands of IBM employees on pro bono assignments all over the world working with non-profits, government agencies, universities and entrepreneurs.

Outside of work, Kevin is a Trustee with the Ann Arbor Area Community Foundation, a philanthropic organization serving Washtenaw County, Michigan. He is also a dad and an aspiring chef and musician.

Kevin holds MBA and MS degrees from Cornell University and a BA from the University of Massachusetts in Natural Systems.



## Paloma Lopez



Paloma Lopez is Global Sustainability Director for Kellogg, based in Michigan, USA. During the 12 years that Paloma has worked for the company in various European countries, the USA, and Mexico, she has held roles in Sustainability as well as in New Business Development, Innovation and Brand Strategy. In her current role as Global Sustainability Director, Paloma helps embed Sustainability into Kellogg's growth strategies and commercial plans while delivering on the company's 2020 Sustainability Commitments.

Among her most recent projects, Paloma helped lead the launch and global rollout of the Kellogg's Origins™ Program in Sustainable Agriculture, with a special focus on smallholder farmers. She has also been a key enabler and contributor to the US MorningStar Farms campaign 'Just What the World Ordered' and Kellogg's transparency online platform 'Open for Breakfast'. In her previous role in Europe, Paloma also helped lead the partnership between Special K and Chime for Change, raising funds and awareness for girls and women globally, engaging 1 million people in the movement and directly benefiting 25,000 women.

# Larry Austin

## David Clark



David leads Amcor's safety, environmental compliance, and sustainability programs including the EnviroAction program to improve the environmental and social profile of their operations and products. He is closely involved with integrating sustainable design and social responsibility into Amcor's product development and innovation processes, including issues related to the collection, processing, and use of recycled containers.

David is also chairman of the Plastic Recycling Corporation of California and serves on the External Advisory Board of the Erb Institute for Global Sustainable Enterprise at the University of Michigan.

David holds a B.S., Physics, from the University of Michigan and an MBA from Pepperdine University.

## Leonore Adams



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For her role as Safety, Environment, and Sustainability manager at Amcor Limited, a global plastic packaging company, Leonore Adams manages sustainability reporting and corporate partnerships. Amcor has launched partnerships with three key organizations in the last two years: The Ellen MacArthur Foundation New Plastics Economy, the Ocean Conservancy's Trash Free Seas Alliance, and the World Food Programme. Through these partnerships, Amcor leadership will demonstrate the value packaging adds to society while also minimizing the negative environmental impacts of mismanaged packaging waste. Leonore received her MBA/MS in 2010 as an Erb student at the University of Michigan and her B.S. Foreign Service from Georgetown University in 2004. She enjoys hiking and exploring Michigan with her two young children, future Wolverines!

## Alexander (Alex) Keros



### **General Motors: Manager, Vehicle and Advanced Technology Policy**

Alex Keros works on advanced technology policy for General Motors. He is responsible for policy considerations and technical support for the commercialization of GM's advanced vehicle portfolio ranging from transportation electrification to urban mobility and autonomous vehicles. Through collaborative work across a variety of stakeholders, including automakers, utilities, regulators, local officials, and non-governmental organizations, Alex works to implement cutting-edge programs and create complementary policies that enable sustainable markets for advanced technologies.

Alex has a unique balance of backgrounds which include project management, energy policy, environmental engineering, and business strategy. He has spent his career at General Motors engaging a diverse set of internal and external stakeholders to enable broader perspectives across business functions. Whether participating as a Commissioner in Massachusetts' Zero Emission Vehicle Commission, working with public utility commissions to explore electric vehicles' role in smart grid implementation, or supporting the launch of Maven, GM's car-sharing platform, Alex remains focused on customer-enabling solutions.

Alex began his career in environmental consulting where he managed the assessment and remediation of hazardous waste sites. He has extensive experience in environmental policy design and implementation. Alex also grew up learning the ropes in his family-owned restaurant, the American Coney Island. Founded in 1917, the restaurant is widely recognized as the creating the tradition of Detroit's chilidog. Alex earned a B.S. in Natural Resource Management and a Masters in Business Administration from the University of Michigan in Ann Arbor.

## Kelly Helfrich



Kelly Helfrich is Strategy Manager for Maven. In her role she is responsible for defining and executing the EV infrastructure strategy to support deployment of shared EV fleets within Maven's platform; co-developing new EV business models, and collaborating with Maven leadership to inform launch plans for future markets. Prior to joining Maven, Kelly was with Evercar for 3 years - a startup company focused on EV carsharing and innovative leasing models derived from the solar and energy efficiency industries: power-purchase agreements (PPAs) and energy service companies (ESCOs).

## Rachel Bhattacharya



**Director, Commercial Mobility Programs at Maven**

rachel.bhattacharya@gm.com

LinkedIn profile:

[https://www.linkedin.com/in/rachelbhattacharya?authType=NAME\\_SEARCH&authToken=Hb4V&locale=en\\_US&trk=tyah&trkInfo=clickedVertical%3Amynetwork%2CclickedEntityId%3A7668681%2CauthType%3ANAME\\_SEARCH%2Cidx%3A1-1-](https://www.linkedin.com/in/rachelbhattacharya?authType=NAME_SEARCH&authToken=Hb4V&locale=en_US&trk=tyah&trkInfo=clickedVertical%3Amynetwork%2CclickedEntityId%3A7668681%2CauthType%3ANAME_SEARCH%2Cidx%3A1-1-1%2CtarId%3A1482511043086%2Ctas%3Arachel%20bhatt)

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## Fred Keller

Fred Keller is the Founder and Chair of Cascade Engineering which he started in Grand Rapids, Michigan in 1973. With a belief that you can have a successful business and still treat employees with dignity and respect, Fred began molding plastic parts with six employees in a 10,000 square foot building. Today, Cascade Engineering employs 1600 people across 15 facilities in six US locations and additional European operations in Budapest, Hungary.

Cascade has 10 Business Units aligned across a wide diversity of markets including transportation, recycling/waste management, office furniture, agricultural/industrial containers, polymer compounding, RFID and renewable energy project management. Cascade Engineering is widely recognized for its business achievements and community involvement and is one of the largest Certified B Corporations in the world.



Fred believes that business has the unique opportunity to complement its focus on financial performance with important work in the social and environmental arenas. He has emphasized the key role business can play in building financial, social and ecological capital, often through partnerships with government and community agencies. His innovative management approach and work in advancing sustainability are featured regularly in business and industry publications.

Fred has been a visiting lecturer at the Samuel Curtis Johnson Graduate School of Management at Cornell University since 2002 and is also an Executive-in-Residence at the Center for Positive Organizations at the Stephen M. Ross School of Business at the University of Michigan. He was formerly the board chair of the U.S. Department of Commerce Manufacturing Council and is a past chair and current member of the Board of Trustees for the W.K. Kellogg Foundation. Fred is also a trustee for the Gerald R. Ford Presidential Foundation.

Fred has served on the boards of the Meijer Corporation and Fifth Third Bank, West Michigan. He has been part of many community organizations and change initiatives and currently is founder and chair of Talent 2025, a catalyst for the development of an integrated talent system to meet employer needs throughout 13 West Michigan counties and co-chair of K-Connect, a Kent County collective impact systems change collaborative. A Grand Rapids, Michigan native, Keller earned a B.S. in materials science and engineering from Cornell University and an M.S. in business management from Rensselaer Polytechnic Institute.



## Mark Miller

Mark Miller is President and Chief Executive Officer (CEO) for the Cascade Engineering Family of Companies, comprised of 10 business units supporting a wide diversity of markets including transportation, environmental services, agriculture, commercial products, material handling, polymer compounding and water filtration.

Mark joined Cascade Engineering in 2006 as Vice President of sales and marketing for CK Technologies (CKT). He was named President and Chief Operating Officer for CKT in 2007. In 2009, Mark was named Senior Vice President of the Transportation Group, comprised of CK Technologies and all automotive operations in the United States and Europe. He was named President of the Cascade Engineering Family of Companies in 2013 and CEO in 2014.



Mark is responsible for leading 1,600 employees located in 15 facilities throughout the United States with European operations in Budapest, Hungary. Mark guides the organization's strategy for continued growth and strong financial performance across all business platforms.

Prior to joining Cascade, Mark spent over 20 years in the transportation industry. His extensive industry experience has included working with virtually all major OEMs in both the commercial truck and automotive sectors.

Born and raised in Detroit, Mark began his career with Ford Motor Co. in finance. Mark holds a bachelor's degree in finance from Wayne State University. He and his wife, Diana, have three children and live in Grand Rapids, Michigan.

## Kenyatta Brame



Kenyatta Lumumba London Brame is Executive Vice President and Chief Administrative Officer for the Cascade Engineering - Family of Companies. Kenyatta is responsible for directing Cascade's cross-organizational services, which include legal/risk management, human resources, benefits, marketing, talent management, IT, corporate quality, ESS (environmental, safety and sustainability) and Lean/CES (Cascade Enterprise System). Brame also has oversight for the following business units; IWS (Invisible Waste Services), and Decade Products. He is on the internal board of directors for the Automotive Americas, Cascade Cart Solutions, Commercial Products, Xtreme RFID, Triple Quest (Hydrad water filter) business units, and is the Secretary of the Cascade Engineering Board of Directors.

Prior to joining Cascade, Kenyatta served as Senior Vice President of Operations and Merchandising, Employee Relations & Legal Services at Sysco Food Services the largest distributor of food service products in North America. He also served as legal counsel for the Company.

Earlier in his career, Brame was an attorney with Miller, Johnson, Snell & Cumiskey, PLC, a leading Grand Rapids, Mich. employment and labor law firm. He has also served as an adjunct professor at Western Michigan University and Thomas M. Cooley law school where he taught employment law.

Kenyatta's extensive community affiliations include co-founding the Tipping Point Initiative, a non-profit focusing on reducing barriers for education and employment for inner-city youth and other disenfranchised people.

He also serves as a Committee Member with Fredrik Meijer Sculpture Gardens and Sculpture Park and is on the Board for Alternative Directions a probation residence service that offers an alternative direction to non-violent felony offenders. He is also past chair of the City of Grand Rapids Civil Rights Commission. Kenyatta holds a J.D. degree from the University of Michigan Law School, an MBA from Michigan State University and a bachelor's degree from Wabash College.

Kenyatta resides in Grand Rapids, Michigan with his wife Tracey – Assistant Dean at the Western Michigan, Thomas M. Cooley Law School and their two children Kamau (9) and Kimani (6).

## Christina Keller

Christina Keller is the President of CK Technologies a Cascade Engineering Company. CK manufactures large plastic injection molded components used in commercial truck and bus applications. CK is the market leader for injection molded bumpers, grilles, roof fairings and chassis skirts. Process expertise includes paint, assembly and sequencing from four locations; Montpelier, Ohio, Mt Airy, North Carolina, Brownsville and Fort Worth, Texas. Customers include Navistar, PACCAR and Daimler Trucks North America.

Previously Christina was the Business Unit Leader of Triple Quest, a joint venture between Cascade Engineering and The Windquest Group, a West Michigan-based private investment fund. The venture's premier product is the Hydraid<sup>®</sup> BioSand Water Filter, a simple, lightweight device that is successfully combating the leading causes of death and disease in developing nations by reducing parasites, bacteria and viruses found in contaminated water. Current partners include the US Navy's Project Handclasp, USAID, Rotary International and others.

Prior to joining Cascade Engineering in 2009, Christina served as a project leader at Polaris Management Partners, a New York-based management consulting firm. Earlier in her career, she provided consulting services in risk management and financial analysis at Accenture and served as project manager at the Environmental Resources Trust in Washington, D.C., where her focus included renewable energy and greenhouse gas reduction projects.

Christina's current board memberships include the Grand Rapids Community Foundation, the Keller Futures Center, CK Technologies and the Community Sustainability Partnership. A graduate of Leadership Grand Rapids, Keller's community involvement also includes the Grand Angels investment group and the city's Transformation Advisor Committee.

Christina holds an MBA in Sustainable Global Enterprise from the Johnson School of Management at Cornell University and a bachelor's degree in International Development and Environmental Studies from Boston College. She also obtained a certificate in International Economics from American University and has studied International Business at Pontificia Universidad Catolica in Santiago, Chile.

Christina and her husband Andy have two children; Jackson (4) and Aspen (1).



## Keith Allan Maki

Keith Maki is Director of Marketing and Public Relations for the Cascade Engineering Family of Companies (FOC), comprised of 10 strategic business units supporting a wide diversity of markets including transportation, environmental services, agriculture, commercial products, material handling, polymer compounding, water filtration and renewable energy project management. He is responsible for brand architecture, marketing and digital communication strategy, advertising and public relations. Keith is also a member of the Cascade Management Team (CMT) and an internal board member for two CE business units IWS and Decade Products.



Keith has 25 + years of experience building strong marketing teams by combining people with strong (right-brain) creative talents in graphic design, communications, photography/video and exhibition design with people who have strong (left-brain) analytical skills used for market, product and consumer research. These teams have ranged in size from 4 – 12 people in companies with annual sales revenue from \$30M to \$770M.

Keith is a strong advocate in support of Cascade Engineering's Triple Bottom Line in advancing sustainable business practices that build financial, social and environmental capital.

Prior to joining Cascade Engineering, Keith held executive marketing positions with Universal Laser Systems in Scottsdale, AZ., ITW Drawform and Prince Corporation in Holland, Mi. Keith's responsibilities have included all visual and digital communications, brand management, advertising, market/product research and public relations.

Keith is also an accomplished fine art photographer who has taught photography at Western Michigan University and the Holland Area Arts Council. He holds a Bachelor of Fine Arts (BFA) in Photography from Western Michigan University and a Masters in Management (MM) from Aquinas College.

Keith lives in Holland, Michigan with his wife Christi and their three children, Joe (26), Jenna (23) and Jessica (20) and their golden retriever Maggie.

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