

CORPORATE CAREERS THAT MAKE A DIFFERENCE

A GUIDE FROM **NET IMPACT**
AND THE CARROLL SCHOOL OF MANAGEMENT'S
CENTER FOR CORPORATE CITIZENSHIP AT BOSTON COLLEGE



BOSTON COLLEGE
CARROLL SCHOOL OF MANAGEMENT
Center for Corporate Citizenship



GE Foundation



TABLE OF CONTENTS

| | |
|---|-----------|
| <i>Letter from the Publishers</i> | 3 |
| <i>A Note on Terminology</i> | 4 |
| 1. THE NEW CORPORATE CITIZENSHIP CAREER PATH | 5 |
| A CHANGING LANDSCAPE | 6 |
| MAKING CHANGE FROM ANY DEPARTMENT | 8 |
| 2. WHAT DOES IT TAKE TO LEAD? | 12 |
| CORPORATE CITIZENSHIP COMPETENCIES | 13 |
| THE REALITIES OF CORPORATE CITIZENSHIP | 17 |
| 3. STORIES FROM THE FIELD | 21 |
| DEDICATED CORPORATE CITIZENSHIP DEPARTMENT | 22 |
| STRATEGY | 39 |
| OPERATIONS & SUPPLY CHAIN MANAGEMENT | 41 |
| PRODUCT MANAGEMENT | 50 |
| FINANCE & COMPLIANCE | 58 |
| MARKETING & BRAND MANAGEMENT | 66 |
| 4. THE CAREER SEARCH | 73 |
| 5. IN CLOSING | 80 |
| <i>Appendix</i> | 82 |
| ADDITIONAL RESOURCES | 83 |
| ACKNOWLEDGMENTS | 84 |
| <i>About Net Impact</i> | 85 |

TODAY'S BUSINESS LANDSCAPE

looks very different than it did just a decade ago; shifting environmental and economic realities, new business models, and changing attitudes have opened up new career opportunities among those looking to pursue work that directly reflects their personal values. With these new opportunities, of course, come new challenges.

We developed this career guide to inform both graduate students and working professionals about the growing variety of positions in corporate citizenship, and to inspire readers to rethink their understanding of what it means to successfully pursue such careers. The professionals who share their stories throughout these pages work in a wide range of companies and industries. They perform a diversity of job functions that influence everything from

product management to finance to community engagement. We have deliberately chosen individuals with *corporate responsibility* or *sustainability* in their titles, as well as those who lead citizenship efforts from within a more conventional business role to demonstrate the sheer variety of opportunities that exist throughout the corporate sector.

While these profiles explore individual career paths, we also highlight the particular experiences and approaches that prepared our featured professionals for their current positions. While it is clear there is no one specific path to a role in corporate responsibility and sustainability, we call attention to a common set of skills and experiences demonstrated by those interviewed. This report shares their advice and recommendations, and provides a practical framework for career development.

We thank all of the participants for sharing their experiences with us and our readers. Net Impact is also grateful to the Carroll School of Management's Center for Corporate Citizenship at Boston College for its guidance, and to the GE Foundation for the generous financial support that made this guide possible. It is our hope that this guide will not only help readers better understand the opportunities open to them, but that it will provide the insight and practical support necessary to maximize those opportunities.

Liz Maw
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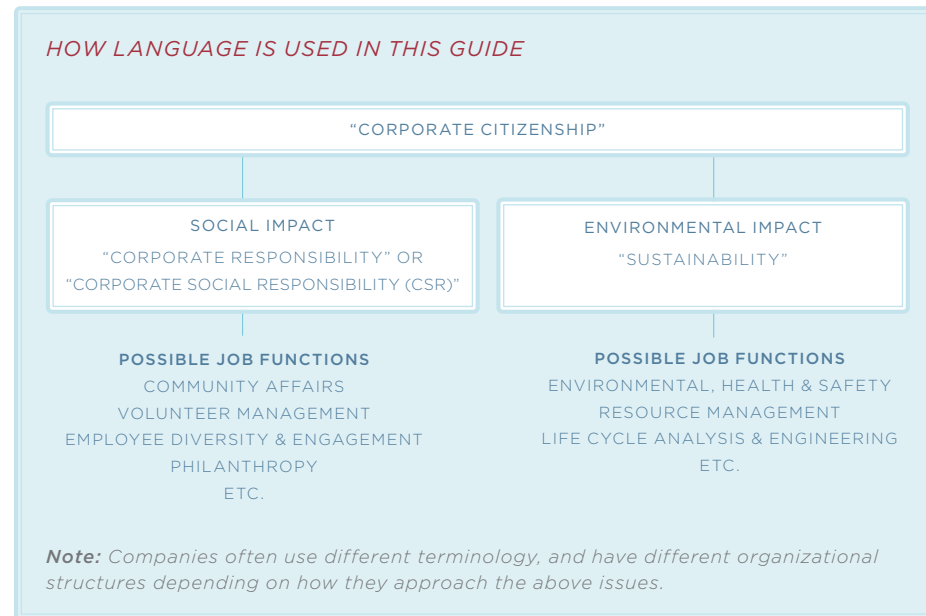
**WITH NEW
OPPORTUNITIES
IN SUSTAINABILITY
AND CORPORATE
RESPONSIBILITY COME
NEW CHALLENGES.**

THERE IS, UNFORTUNATELY, little consistency in the usage of the language surrounding corporate citizenship. The term “corporate citizenship” itself is often used interchangeably with “corporate responsibility” or “sustainability.”

Complicating matters even further, all of these terms are often defined differently depending on who is using them. Some feel social impact should be differentiated from environmental impact, for example, while others might consider social and environmental issues to be directly related.

To avoid such confusion, we use the phrase “corporate citizenship” throughout this guide as an

umbrella term that includes *both* social impact (encompassing corporate social responsibility, or CSR, issues), and environmental impact (encompassing sustainability issues). More specific language is used where appropriate.



1. THE NEW CORPORATE CITIZENSHIP CAREER PATH



A CHANGING LANDSCAPE

WHEN WE THINK of careers in corporate responsibility or sustainability, we often think of the dedicated CSR Director or Chief Sustainability Officer, spending his or her working days implementing responsible policies, and analyzing and reporting the impacts of a company to bring people, planet, and profits together. This is, indeed, a field of passionate individuals who believe that business has a critical role to play in the creation of a more sustainable economy and culture.

But when we look closer at the people who practice corporate citizenship every day, a different picture often emerges. We see people who hold job titles not immediately considered part of the world of corporate responsibility and environmental sustainability. We notice individuals embedded across any given organization, in roles that might surprise us: finance, product

management, supply chain management, operations, and others. From their position within such traditional departments, however, these professionals are helping to define — and redefine — how their company does business.

The dozens of profiles in this guide represent a remarkable breadth and depth of job functions. Yet regardless of where in an organization they work, all our interviewees find themselves addressing social and environmental issues on a regular basis. From the Senior Manager of Energy Services at Walmart, who spends her days overseeing energy audits and store retrofit projects, to the Senior Manager of New Product Commercialization at Clif Bar, who makes critical decisions about the nature of the ingredients that go into the company's products, these professionals all find a way to weave corporate responsibility and sustainability into their jobs.

There is another striking diversity among our interviewees: very few of their companies exist specifically to do environmental or social impact work. The professionals working in these companies may well be trailblazers, helping to push their organization toward sustainability, but they often do so within the framework of conventional business models and industries.

Furthermore, many of those profiled have transitioned from one field to another, leveraging their experiences as they move through their careers. This is reflective of a common trend among working professionals who deal with CSR and sustainability in their jobs: very few of them have worked in corporate citizenship their entire careers. In fact, according to the *Profiles of the Profession 2010* survey from the Carroll School of Management's Center for Corporate Citizenship

“ANYONE CAN LOOK AT THEIR JOB AND FIND WAYS TO INTEGRATE SUSTAINABILITY THINKING. IT MIGHT BE EASIER TO CREATE SOCIAL CHANGE IF YOU HAVE A TITLE, BUT ANYONE IN AN ORGANIZATION CAN HAVE AN IMPACT.”

~ Kirsten Olsen Cahill
Google.org

1. THE NEW CORPORATE CITIZENSHIP CAREER PATH

at Boston College, over 95% of professionals working in corporate citizenship come from other backgrounds.

But while the job title might differ from one profile to another, the skills required remain deeply consistent. Time and again we heard from our interviewees that certain core competencies have gotten them where they are. The ability to communicate with those outside their area of expertise, for example, was emphasized by several of our subjects. “People will challenge you all the time,” says Leilani Latimer of Sabre Holdings. “You have to make the business case every day, consistently.”

These common skills aren’t unique to the professionals within these pages. Last year,

the Boston College Center set out to determine if there were certain identifiable competencies to be found among corporate citizenship leaders. The findings, published in a 2010 report titled *Leadership Competencies for Corporate Citizenship* and discussed in more depth later in this guide, lay out a framework of eight particular competencies most useful to professionals working in this area. You’ll hear echoes of this model, which includes **Collaborative Networker**, **Influential Communicator**, and **Determined Commitment**, among others, in the advice provided by our interviewees throughout the pages to come.

So what does all of this mean for the graduating student interested in starting a career in corporate responsibility and sustainability, or for the working professional looking to make a career move? With such a diversity of job functions in which these values might be applied, and so many fields clamoring to address these issues, the opportunities are endless.

If you’re willing to look at your own strengths, and expand your concept of what it means to be a professional working in corporate responsibility and sustainability, you likely will find — as virtually all of our profiles reveal — the path is entirely what you make of it. The pages ahead provide the guidance, first-hand experiences, and strategic insights needed to help you shape that path.

**IF YOU’RE WILLING TO
EXPAND YOUR CONCEPT
OF WHAT IT MEANS TO
BE A PROFESSIONAL
WORKING IN CORPORATE
SUSTAINABILITY, YOU
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MAKING CHANGE FROM ANY DEPARTMENT

SUCCESSFULLY PURSUING A career in corporate citizenship, like the work itself, often requires the willingness to look beyond conventional assumptions. In other words, you don't need to have "sustainability" in your job title to contribute to your organization's social or environmental impact. It's often helpful, in fact, to obtain experience in what might be considered more conventional areas of a business before moving into a dedicated CSR or sustainability position.

"While corporate citizenship leader candidates in the past were often recruited from outside a company based on their knowledge of specific

external issues," notes the Center for Corporate Citizenship, "today's corporate citizenship leaders increasingly appear to be coming from within the company. These individuals can come from either the operational or corporate affairs side, but have in common a deep knowledge of the business and business culture."

While we include the stories of many dedicated citizenship-focused professionals in this guide, most of our profilees work in a variety of more conventional roles within their respective organizations, representing nearly every department:

- Dedicated Corporate Citizenship Department
- Operations
- Supply Chain Management
- Product Development
- Finance
- Compliance
- Marketing and Brand Management

We'll now take a look at how each of these departments may incorporate CSR and sustainability from a functional perspective.

“TODAY'S CORPORATE CITIZENSHIP LEADERS INCREASINGLY APPEAR TO BE COMING FROM WITHIN THE COMPANY.”

~ Leadership Competencies for Corporate Citizenship

1. THE NEW CORPORATE CITIZENSHIP CAREER PATH

The Dedicated Corporate Citizenship Department

SAMPLE JOB TITLES

VP of Corporate Responsibility
Volunteer Program Manager
Senior Sustainability Manager

When treated as its own department, the corporate citizenship team is typically responsible for driving the overall citizenship strategy for a company. The structure and approach

of this department varies, of course, from company to company. Such a department might be tasked with sustainability strategy planning, environmental initiatives, and/or social impact planning. It may also include broader community engagement or employee development activities. Ultimately, what sets this department apart from more traditional departments (such as public affairs), is a specific focus on social and/or environmental issues as they relate to stakeholder groups.

Regardless of the specific job titles that fall within such departments, responsibilities typically include setting objectives, evaluation and reporting, and communicating strategy both internally and externally. Often serving as the knowledge center for employee engagement around these issues, these positions can serve as a bridge between different departments to ensure consistency and collaboration. In fact, the role of any dedicated corporate citizenship position is increasingly focused on using citizenship strategy to innovate across the company in support of its overarching business objectives.

Operations

SAMPLE JOB TITLES

Coordinator, Sustainable Operations
Operations Manager
Director, Business Operations

Because of its heavy emphasis on processes and procedures, the operations unit has the opportunity to be particularly influential in a company's overall approach to

CSR and sustainability practices. The operations unit is responsible for directly connecting a business' daily activities (both internal and external) to its performance objectives (which may include financial, social, and environmental outcomes). Because operations is responsible for systems such as waste handling, facilities management and, in some cases, purchasing, the decisions made within this department can play a critical role in a company's environmental and social impact.

Supply Chain Management

SAMPLE JOB TITLES

Manager of Supply Chain Development
Traceability Manager
Director of Sustainable Sourcing

In an increasingly global economy, supply chain management has become a critical component of corporate citizenship. Supply chain professionals are now being asked

to account for everything from raw materials to manufacturing processes to logistics and transport to disposal, as well as dealing with procurement issues around labor, safety, and community development. The choices supply chain managers make play a critical role in how natural resources are used, how waste is handled, and how humans are impacted during the production and distribution process. This role, therefore, is often one of the primary areas of citizenship activity in a company.

1. THE NEW CORPORATE CITIZENSHIP CAREER PATH

Product Management

SAMPLE JOB TITLES

Manager, Product Development
Global Product Manager
Director of R&D

Nearly 80% of a product's environmental footprint is determined during the design stage, according to sustainability experts. Companies are starting to recognize that addressing these impacts

during product development can have a substantial impact on both cost savings and revenue generation, as well as on general environmental and social impact. As a result, many companies are placing an increased emphasis on integrating sustainability into the the product management role, and are looking for individuals skilled in idea generation, materials analysis, prototype development and iteration, testing and deployment, and pricing analysis.

CASE IN POINT: HERMAN MILLER

Furniture manufacturer Herman Miller has adopted a product design process called Design for the Environment (DfE). The Herman Miller DfE team meets with the company's designers and engineers to review material chemistry, disassembly and recyclability, incoming packaging and potential waste generation. By looking closely at these and related issues, as well as conducting rigorous durability testing, Herman Miller helps ensure that new products respect and protect the natural environment.

Finance

SAMPLE JOB TITLES

Director, Organizational Reporting
Manager, Risk Management
Analyst, Accounting & Reporting

The finance department may seem an unlikely focus for those interested in corporate responsibility and sustainability. But recent economic upheaval has made the link between

social and environmental impacts and the financial bottom line more tangible, and financial professionals are increasingly being asked to play a greater role in company CSR strategies.

Responsible for such tasks as accounting, reporting, analysis, asset management and investment, and risk management, finance professionals have the opportunity to draw direct connections between a company's financial performance and its social and environmental performance. In other words, they're in a unique position to articulate a financial case for CSR initiatives, and to develop financial metrics for social and environmental outcomes.

Compliance

SAMPLE JOB TITLES

EHS Manager
Head of Compliance & Sustainability
VP, Environmental Compliance

Corporate compliance professionals have traditionally focused on ensuring that an organization performs according to legal requirements, as well as its own

values and risk management strategies. This includes monitoring and evaluating corporate policies and practices from a regulatory perspective, compliance-related risk assessment, reporting, and other responsibilities. More and more, they are also being asked to address

1. THE NEW CORPORATE CITIZENSHIP CAREER PATH

forward-looking regulatory issues, such as changes in environmental regulations. Because of their role in monitoring and reporting, compliance professionals have the potential to make a significant contribution to a company's responsibility and sustainability strategy and practices.

Marketing and Brand Management

SAMPLE JOB TITLES

Brand Marketing Manager
Sr. Manager, Corporate Communication
Marketing Director, Sustainable Innovation

As marketing departments adjust to changing standards in corporate citizenship, professionals working in this area are likely to find

themselves responsible for far more than the conventional tasks related to communications, messaging, and brand management. Companies are delving into new markets, developing products or services with social or environmental impacts in mind, and having to address additional stakeholder groups such as nonprofits/NGOs and governments. Marketers, as a result, must develop new and different ways of communicating the value their companies deliver — both internally and externally.



Clearly, the common thread running throughout corporate citizenship work is not simply the job title — it's a shared recognition that this work is most effectively done by passionate individuals willing to explore new and innovative ideas, wherever they operate in a given organization. We'll now take a closer look the unique skills and competencies these individuals tend to demonstrate in their pursuit of successful corporate citizenship leadership.

2. WHAT DOES IT TAKE TO LEAD?



CORPORATE CITIZENSHIP COMPETENCIES

THE FOLLOWING EIGHT leadership competencies, taken from the Center for Corporate Citizenship's *Leadership Competencies for Corporate Citizenship* report released in early 2010, are the core competencies that highly successful CSR practitioners exhibit and draw on to achieve their success (see Additional Resources for more about the *Leadership Competencies for Corporate Citizenship* report). These competencies cover a wide spectrum, from those that are primarily emotional and interpersonal in nature to those that are primarily cognitive. The most effective corporate citizenship leaders generally demonstrate strength across this spectrum. Job seekers, therefore, would do well to further develop these skills, and find opportunities to demonstrate them during the job search.

Team Oriented

Leading change for corporate citizenship is often difficult and emotionally demanding for the individual charged with this role.

Team-oriented leaders are able to endure personal challenges, put aside ego and achieve satisfaction by empowering others. These professionals:

- Genuinely listen to and understand others, even those with conflicting views.
- Derive personal satisfaction from organizational accomplishments.
- Consistently work to empower and encourage others to take leadership, often sharing or passing on credit for accomplishments.

Determined Commitment

An innate optimism and strong personal belief in the potential of corporate citizenship to make a significant contribution and difference for business and society is critical for corporate citizenship leaders to succeed. This **determined commitment**, ideally manifested by visible passion, is critical to their capacity to motivate and engage others. At the same time, optimism must be balanced with pragmatism and patience for the incremental steps needed for progress. These professionals:

- Motivate others through their commitment and enthusiasm.
- Start small to take advantage of opportunities as they arise.
- Are motivated by progress toward goals, even as they evolve.

“**THE KEY IS TO APPRECIATE THE STEPS THAT HAVE BEEN MADE, AND KEEP PUSHING FOR WHAT YOU THINK IS THE DIRECTION THE COMPANY SHOULD GO.**”

~ Alex Hausman
The Walt Disney Company

2. WHAT DOES IT TAKE TO LEAD?

Peripheral Vision

Leaders with good **peripheral vision** possess a natural curiosity that fuels their constant scanning of trends and issues that might impact the role or reputation of the organization, or present new opportunities or potential risks. A deep understanding of the sometimes conflicting issues and perspectives that exist within a company and without, is necessary to align all interests in the practice of corporate citizenship.

An ability to gather and assimilate information quickly in scanning a broad array of trends and issues is also crucial to these leaders' success. These professionals:

- Demonstrate a strong understanding of key social and environmental issues and stakeholder expectations of the company.
- Maintain a network of key internal and external stakeholders and can quickly gather information necessary to develop appropriate response strategies for emerging issues.
- Systematically track emerging social, environmental, and regulatory expectations of the company and identify their short-, mid-, and long-term implications for the company.
- Understand the impact of these trends on business strategy, down to the individual business unit level.

Strategic Thinker

A **strategic thinker** has the ability to think outside the box and chart the path forward, often where others cannot. Leaders who think strategically develop insights and ideas about new ways the company can integrate corporate citizenship to create greater value for society and the business. It is not balancing citizenship against business; it is finding ways to optimize both. A **strategic thinker** applies what is learned through the exercise of **peripheral vision**, finding the ideal intersection between the resources and interests of the company, and the needs of the community — the “sweet spot.” These professionals:

- Can see issues from different perspectives, and balance traditional business and corporate citizenship concerns.
- Identify new ideas and ways for the company to understand and monitor its social and environmental impacts.
- Use creative thinking to create new alliances and initiatives that drive innovation, while creating measurable business and social value.

“WE RISK LOSING COMPETITIVE ADVANTAGE IF WE DON’ADDRESS THE ENVIRONMENTAL IMPACT OF OUR WORK.”

—Irene Quarshie
Target

2. WHAT DOES IT TAKE TO LEAD?

Systems Perspective

The corporate citizenship leader with **systems perspective** understands business and society as interrelated systems. They can identify where the greatest opportunities for influence, and where the greatest risks, may lie. **Systems perspective** allows the effective leader to understand the relationship between the business and society, as well as the systems within the business. By understanding how corporate citizenship functions within multiple systems, leaders can identify where it can have impact and deliver value to the business and society on a local and global scale. These professionals:

“ONLY THE PEOPLE WHO
KNOW THE SYSTEMS,
WHO KNOW THE
LEVERS, WILL BE ABLE
TO MAKE THE CHANGES.
YOU CAN'T JUST GO
IN WITH THE GREEN
GLASSES ON.”

~ Leilani Latimer
Sabre Holdings

- Have a systematic approach to mapping and understanding the company's social and environmental impacts and the stakeholders affected.
- Use a comprehensive knowledge of the business strategy and impacts to identify and prioritize the issues that are most “material” to the business in the short-, mid-, and long-term.
- Can “connect the dots” to find and design breakthrough solutions to systemic challenges and identify new resources to solve social challenges.

Collaborative Networker

The **collaborative networker** builds trust-based relationships based on mutually beneficial partnerships. These leaders network in a way that encourages collaboration: they empower others, see the world from a variety of perspectives, and recognize how different interests must come together to serve a larger system. **Collaborative networkers** are good listeners, and genuinely interested in incorporating input from others – even critics. These leaders put themselves in others' shoes not only to appreciate and understand their viewpoints but also to discern their capabilities and commitment. These professionals:

- Demonstrate an ability to build rapport with a wide variety of internal and external stakeholders by genuinely listening to and understanding their perspectives.
- Broker and build networks of key internal and external stakeholders to address critical social issues.
- Have the ability to work at all levels, helping business units integrate corporate citizenship principles and policies into their core operational practices.

2. WHAT DOES IT TAKE TO LEAD?

Influential Communicator

Influential communicators convey their message in a way that engages and mobilizes others to drive change. This is essential when leaders need to engage people over whom they have no direct authority. Leaders with this competency can speak the language of their audience, and possess good organizational awareness and strong interpersonal communication skills. They adapt how they exercise their influence to a variety of settings, whether in one-on-one meetings with business leaders, department meetings, or public community forums. These professionals:

- Demonstrate a good understanding of organizational politics and culture, and know how to build effective alliances to move corporate citizenship strategy forward.
- Show capability to work top-down and bottom-up to generate organization-wide support for corporate citizenship.
- Demonstrate ability to influence decision-makers to expand and maintain commitment.
- Represent the company in influential external networks, and are seen as leaders in industry and broader corporate citizenship networks.

Change Driver

Change drivers combine the knowledge they draw from **peripheral vision** with the understanding that comes from a **systems perspective** to engage and mobilize key stakeholders and drive corporate citizenship principles and policies into all aspects of the business. Fueled by an exciting vision and persistence, the **change driver** takes

the initiative to build and execute a comprehensive and integrated corporate citizenship strategy that includes goals and a system to track and measure impact. These professionals:

- Identify a core team of internal stakeholders who share their vision and work with them to drive change.
- Create corporate citizenship strategies with clear goals that can be used to drive and benchmark progress across the company.
- Provide practical advice to line managers on how to integrate corporate citizenship into core business policies and practices.

“A LOT OF WHAT I DO IS INSPIRE TEAM MEMBERS TO GET INVOLVED AND ENTHRALLED, WHICH ULTIMATELY MAKES MY JOB EASIER.”

~ Paul Murray
Herman Miller



Clearly, successful careers are the result of hard work, vision, and perseverance. Careers that involve corporate citizenship work – whether in a dedicated role or as part of a more traditional job function – are no exception. In fact, because they often involve deep personal commitment and the ability to break new ground, these careers often demand more from those who pursue them. Strengthening these eight competencies, then, can help professionals improve their efficacy on the job and support their career development over a lifetime.

THE REALITIES OF CORPORATE CITIZENSHIP

AS THE CENTER for Corporate Citizenship's competency model suggests, effective professionals are self-reflective enough to understand how their own personality and character influences their ability to implement citizenship initiatives. It's critical, too, to be aware of the practical limitations one is likely to face when doing such work.

These limitations may take a number of forms, but the professionals we spoke with identified several that came up again and again throughout their careers.

Understanding how they have handled such challenges will allow you to quickly identify them if and when they arise for you. Armed with solutions that have worked for others, you'll be able to more easily overcome them and get to the work at hand.

Challenge: Speaking the Right Language

As many of our professional profiles reveal, to be effective in a corporate citizenship role requires buy-in from others across a spectrum of departments and levels. According to the Center's *2010 Profile of the Profession*, in fact, over 86% of responding corporate citizenship professionals reported building internal partnerships with other departments as a regular function of their job. This buy-in, however, does not always come easy.

The fact that the work often challenges the status quo may prevent others from rallying behind you. Colleagues — and entire departments — may be so focused on their own goals and concerns that they're less inclined to direct energy and resources toward changing that status quo without a strong motivation. Rob Kaplan of Brown-Forman agrees: "It's not a question of whether or not it's the *right* thing, but how to do these things when there's tremendous pressure on everybody to meet business goals."

Therefore, professionals who want to be effective in a corporate citizenship role need to be able to convince others that change is worth acting on, often by appealing to the broader concerns of those around them.

But it can't be a one-size-fits-all argument, as motivation often differs between organizations, departments, and individuals. An organization's CFO, for example, might need a financial incentive in order to engage, whereas a product development team may withhold commitment due to a perceived lack of access to appropriate materials or vendors.

**MOTIVATION TO
CHANGE OFTEN DIFFERS
BETWEEN BETWEEN
ORGANIZATIONS,
DEPARTMENTS,
AND INDIVIDUALS.**

2. WHAT DOES IT TAKE TO LEAD?

Solution: Learn to Communicate a Business Case for Change

Identifying the obstacles and barriers facing a given colleague, or even an entire department, is a critical first step to any change initiative. That requires a deep understanding of the business you're working within. As Rob pointed out, it's not enough to feel morally justified in your arguments; effective impact-makers need to be able to align conflicting interests in pursuit of company-wide change, and in conjunction with business objectives.

In other words, you need to know the business you're in, and you need to know how to communicate that knowledge to drive action throughout a team or organization.

To do this, says DuPont's Nathan Arbitman, "you need to have a core foundation in general business skills," including "the ability to build a business case, to tell a compelling story to your

management that your product is worth investing in."

It's all about "how to tell the story and use language that will resonate with them," he says. "You need to have very strong influence management skills, understand how decisions get made, who the key influencers are, and what drives their decision making."

But what does this actually look like within an organization? In truth, it takes many forms (and plenty of creativity), such as developing reports that link a sustainability initiative to bottom-line financial metrics, or inviting the CEO to environmental breakfasts as our profilee Joe Reganato does at Mitsubishi International.

Regardless of your approach, it should be tailored to the needs and concerns of all applicable departments in a given company.

Challenge: A Lonely Role

This emphasis on reaching out to others belies an underlying truth about corporate citizenship: it can sometimes be a lonely, uphill climb. This is in large part because of the hurdles involved in linking the social or environmental imperative with the business imperative, but it's also due to the fact that you may be one of the few (or only) professionals in your company addressing such issues. The result is that you sometimes can end up feeling like "an outsider within your organization."

This observation is echoed throughout the stories in this guide. When asked about the challenges he faces as the National Director of Community Involvement for Deloitte, Evan Hochberg wondered, "Where are my network of peers who are really pushing the needle? Those are few and far between."

On the surface, this may sound discouraging. But the opportunity to play such a pioneering role within a larger organization is often what drives professionals to this kind of work. "Fighting the good fight keeps me going," explains Robert Kaplan. "You have to be comfortable knowing that change takes time and requires many ups and downs before you get what you want."

Coming face to face with the intensity of this challenge can be frustrating if you're not prepared for it but, ultimately, professionals in this line of work recognize the rewards are worth it.

“YOU HAVE TO BE COMFORTABLE KNOWING THAT CHANGE REQUIRES MANY UPS AND DOWNS.”

*~ Robert Kaplan
Brown-Forman Corp.*

2. WHAT DOES IT TAKE TO LEAD?

Solution: Leverage Resources and Networks

“WHEN I GET STUCK,
I NEED TO REACH OUT
TO PEOPLE AT OTHER
COMPANIES.”

~ Leilani Latimer
Sabre Holdings

The best way around this sense of isolation is, of course, to build connections with others. Internally, this means developing relationships with other key individuals. “You have to take time to talk with people,” says Joe Reganato, who goes out of his way to understand where his colleagues’ concerns lie by setting up face-to-face meetings and researching other departments.

But there is a world of support available to you outside any given company, as well. “This community is filled with interesting, creative, and

intelligent people who are eager and willing to help each other,” advises one profilee. “Tapping into this network and really appreciating it is critical to doing well.”

For many, this network begins in business school. “I stay in regular contact with a core group of friends and colleagues I met in grad school,” says Nathan Arbitman. The connections you make now, after all, will eventually go on to fill roles in other organizations, and can provide critical insight into particular industries, positions, best practices, and trends

Leilani Latimer of Sabre Holdings agrees: “When I get stuck and I need to get un-stuck, I need to be able to reach out to other people at other companies.” Organizations like Net Impact can be particularly useful for this kind of networking and idea exchange.

Challenge: Organizational Inertia

For many, corporate responsibility or sustainability work can be what Rob Kaplan calls “a long slog” that can feel akin to “moving a mountain.” This is particularly true for companies that haven’t yet established core commitments to sustainable practices. But even in a company that has made such a commitment, the organizational learning curve can be significant. “It’s hard for any company that’s been around for a while, that has existing philosophies and cultures, to change overnight,” says Rob.

Professionals (even those who have substantial buy-in at the highest executive levels) may struggle with securing resources and allocating them effectively. Many of our contributors describe the inherent difficulty of making change within the realities of a large company. “The biggest challenges,” says one of them, “are ‘how quickly can you change the business model?’ and ‘how quickly can you change supply chains?’ How do you mandate compliance when you have 8,000 different clients? We’re primarily dealing with behavior change. And behavior change is very hard.”

Solution: Develop Your Creative Problem-solving Skills

The most effective way to overcome the challenge of organizational inertia, according to our profilees, is to move beyond perceived limitations, and to focus on creative solutions where everybody wins.

These solutions aren’t always immediately apparent, and may require a fair amount of trial and error before a successful iteration is

2. WHAT DOES IT TAKE TO LEAD?

discovered. But breaking through those organizational barriers demonstrates an acuity and flexibility that is highly sought after by innovative companies.

In their recent book *Rethinking the MBA: Business Education at a Crossroads*, authors Srikant Datar, David Garvin, and Patrick Cullen touch on this when they describe the needs of corporate recruiters: “Many seek to hire MBAs who can think about problems and articulate solutions in unique and logical ways, especially when faced with imperfect, ambiguous, or excessive information.”

Such creative thinking, however, must be built on a substantial understanding of the particular organization one works within, as

well as a broader knowledge of the industry as a whole. “There’s always a generic answer,” says Kirsten Olsen Cahill, “but the really good solutions come out of where there’s a great need and where your organization is uniquely suited to address this need.”



With these challenges in mind — as well as the skill sets that can help solve them, as outlined in the Corporate Citizenship Competency Model — it’s time to take a look at how some professionals have managed to successfully integrate social and environmental impact work into their careers. As you will read in the pages to come, the challenges and solutions described above are common to many professionals at various stages of their careers, and across many different job functions.

Together, these stories create a portrait of a developing field that does not — indeed, cannot — stand on its own. Rather, effective corporate citizenship work threads itself through all areas of business to create a whole far greater than the sum of its parts.

“THERE’S ALWAYS A
GENERIC ANSWER,
BUT THE REALLY GOOD
SOLUTIONS COME OUT
OF WHERE THERE’S A
GREAT NEED.”

~ Kirsten Olsen Cahill
Google.org

3. STORIES FROM THE FIELD

FEATURING:

THE DEDICATED CORPORATE CITIZENSHIP DEPARTMENT

STRATEGY

OPERATIONS & SUPPLY CHAIN MANAGEMENT

PRODUCT MANAGEMENT

FINANCE & COMPLIANCE

MARKETING & BRAND MANAGEMENT



ALEX HAUSMAN

SENIOR MANAGER FOR CORPORATE RESPONSIBILITY THE WALT DISNEY COMPANY

GRADUATE EDUCATION

MBA | DARDEN GRADUATE
SCHOOL OF BUSINESS
ADMINISTRATION, UNIVERSITY
OF VIRGINIA

PREVIOUS POSITIONS

CSR REPORTING MANAGER
THE TIMBERLAND COMPANY

CONSERVATION MATTERS
SUMMER ASSOCIATE
THE NATURE CONSERVANCY

RESEARCH ANALYST
HAHN CONSULTING

KEY RESPONSIBILITIES

Alex's role focuses on his company's corporate responsibility and sustainability strategy, including its goals, approach, commitments, and key performance indicators. He is also responsible for collecting and prioritizing information from key stakeholders.

HOW HE GOT THERE

Before business school, Alex worked at a small consultancy in Portland, Oregon. Although he enjoyed his job and was building skills in sales, marketing, and consulting, he knew it wasn't his

primary passion. He loved living in Portland, which he describes as having "a very clear sense of what community means," but he also wanted to change his career. One day at lunch, Alex picked up an old copy of the *Wall Street Journal* and was struck by an article on business schools that were incorporating sustainability. "In that moment," Alex says, "it crystallized for me." He entered business school with "one clear focus" — a position related to sustainability.

During his MBA summer internship, Alex worked at Conservation Matters, a

partnership of organizations that work to design, manage, and measure the impacts of their conservation actions. It was an important experience in learning how to make a compelling business case for environmental efforts, and he leveraged this experience during his job search the next year. He responded to an opening that Timberland posted on the Net Impact job board, and was hired as CSR Reporting Manager shortly thereafter.

At Timberland, he created the company's first Global Reporting Index (GRI) report. He also was responsible for quarterly reporting, key performance indicators, and some stakeholder engagement work.

After three years at Timberland, Alex was looking for a new opportunity and turned again to the Net Impact job board. He found a posting for his current position at The Walt Disney Company. It was an opportunity to move from an established

corporate citizenship program at a smaller company to a relatively new program at a large company.

Alex says his experience as a consultant before business school has been very applicable, because his current role is essentially that of an internal consultant. He uses similar skills, such as analyzing a problem, identifying appropriate frameworks for solutions, and using communication skills to influence relevant stakeholders regarding those solutions.

PROJECT HIGHLIGHT

Alex was able to apply his knowledge and skills from Timberland to help Disney develop its first comprehensive corporate social responsibility report.

"Disney published environmental and community reports for years," he says, "but a comprehensive company report really helped to further shape the conversation,

both internally and externally, as well as evolve our strategy."

POTENTIAL CHALLENGES

Alex notes that the challenges are different depending on the role that corporate citizenship plays at the company. At Timberland, where it's been an integral part of

the company's strategy for more than fifteen years, the challenge is how to keep up with the CEO's vision.

At Disney, where corporate citizenship is spread across many business units, the challenge is ensuring everyone understands the business case and benefits.

ALEX'S ADVICE

1

Spend time understanding the company inside and out. "There is no one template for sustainability. You can bring in all the theories about the right way to do something from a sustainability perspective, but what resonates is when you find a smart solution to a problem the company is facing."

2

Recognize that it can be an up-and-down ride. "The key is to remain optimistic about what's possible, appreciate the steps that have been made, and keep pushing for what you think is the direction the company or industry should go."

3

Be proactive in your job search. Companies might not recruit in the same way as they would for consulting, or investment banking, or other kinds of jobs. "You have to be persistent," he advises, "and believe in it, and chase after it."

ROBERT KAPLAN

MANAGER, CORPORATE RESPONSIBILITY BROWN-FORMAN CORP.

GRADUATE EDUCATION

MBA | WALTER A. HAAS SCHOOL OF BUSINESS, UNIVERSITY OF CALIFORNIA, BERKELEY

PREVIOUS POSITIONS

**SENIOR ANALYST,
CORPORATE RESPONSIBILITY**
BROWN-FORMAN CORP.

**CORPORATE RESPONSIBILITY
MBA INTERN**
BROWN-FORMAN CORP.

**STATE COMMUNICATIONS
DIRECTOR**
FIGHT CRIME: INVEST IN KIDS

PROGRAM MANAGER
M&R STRATEGIC SERVICES

KEY RESPONSIBILITIES

Rob Kaplan's department at Brown-Forman, a leading beverage alcohol company, is charged with managing and reducing the environmental and social impacts of the company's normal course of business. His primary role is to serve as an internal consultant for brand and region teams to help them understand the company's commitment to corporate citizenship. He focuses specifically on the sustainability of the product life cycle (how products are sourced, produced, packaged, sold, and used), and community involvement (preventing and reducing the social costs caused by misuse and abuse of the company's products).

HOW HE GOT THERE

Prior to business school, Rob worked in public policy and political communication. He studied political communication in college, and worked with environmental and education-related advocacy organizations.

"When I was working in public policy, I was doing communications and realized it was almost as if the different parties were speaking different languages. I started getting interested in leveraging my communications experience to help them find common ground. At the same time, in early 2000, I saw a lot of changing

environmental regulations. I got interested in making the business case for the causes I believed in, and started thinking about business school and leveraging my skills around public policy, issue management, and communications.”

During business school, Rob took a corporate social responsibility capstone course with the Center for Responsible Business at Haas, which involved a project for Fetzer Wines, one of Brown-Forman’s flagship brands. The company had been involved in sustainability for some time, and his team’s project was to help Brown-Forman determine whether and how the company should communicate these efforts to consumers.

While working on the project, Rob learned about a summer internship opportunity at Brown-Forman. Because he had proven his analytical skills and understanding of the company during the project, he was an obvious choice for the internship.

His boss made it clear there would be no opportunity for a full-time position after he graduated. “In my exit interview,” says Rob, “my boss asked, ‘What would you do for us full-time?’ So I wrote my dream job description, which was a combination of corporate responsibility and sustainability in marketing. A few months later, they offered me the job – CSR offers generally come a lot later than traditional ones.”

PROJECT HIGHLIGHT

A highlight of Rob’s experience has been an ongoing promotional project with Sam’s Club. “Jack Daniel’s is 99% waste-free,” he explains. “Less than 1% of the output from the production process ends up in landfill – the rest is reused or recycled. It’s something we’ve been doing for a long time because it makes good business sense – but no one had talked about Jack Daniel’s being zero-waste. We discovered it when researching, and our production people said, ‘We recycle everything.’”

Rob included this realization in an application for Sam’s Club’s April Earth Month program, which features sustainable products. Jack Daniel’s earned inclusion, which resulted in several hundred thousand dollars of profit for the company. “That paid for my salary more than a couple times over and, more importantly, is a great example of how sustainability performance yields top line and bottom line results.”

ROB’S ADVICE

- 1 *Learn to be comfortable with disappointment. “The optimistic way to think about it is being able to see both the forest and the trees, to keep yourself motivated when it’s not always working in your favor.” He says corporate responsibility and sustainability work is not for everyone, because it can be a very frustrating job. “When you’re in the role, you have to be a cheerleader a lot, shoot for the moon, be excited when you get even a small victory, and not get depressed over what might have been.”*
- 2 *Before committing to a full-time position in corporate citizenship, understand what that entails. “It’s important to talk to people who are in the roles, understand what their day-to-day jobs are like and what they are working on, and consider whether it would be appealing long-term,” he explains.*

POTENTIAL CHALLENGES

One of the biggest challenges Rob cites is making corporate citizenship a priority for individuals in the company. “It’s not a question of whether or not it’s the right thing, but how to do these things when there’s tremendous pressure on everybody to meet business goals.”

LIBBY REDER

BUSINESS LEADER, CORPORATE RESPONSIBILITY VISA

GRADUATE EDUCATION

MBA | WALTER A. HAAS SCHOOL OF BUSINESS, UNIVERSITY OF CALIFORNIA, BERKELEY

PREVIOUS POSITIONS

HEAD OF ENVIRONMENTAL INITIATIVES, GLOBAL CITIZENSHIP
eBAY

ENVIRONMENT PROGRAM MANAGER, GLOBAL CITIZENSHIP
eBAY

COMMUNITY ENGAGEMENT INITIATIVE INTERN
ASSN. FOR CORPORATE GROWTH

PROFESSIONAL STAFF MEMBER
U.S. SENATE JUDICIARY COMMITTEE,
SUBCOMMITTEE ON ANTITRUST

KEY RESPONSIBILITIES

Libby Reder is responsible for employee engagement with Visa's corporate social responsibility initiatives. She works to engage employees with the company's strategic vision of financial inclusion. She also ensures the company is operating a best-in-class employee gift and volunteer program that supports employees in the communities where they live and work.

HOW SHE GOT THERE

Libby graduated from college with a degree in government, thinking she would eventually go into law. She worked on the Senate Judiciary Committee's Subcommittee on Antitrust, which she describes as "a great opportunity to roll up my sleeves and think about how to align incentives for a diverse set of actors on the policy stage."

As Libby thought about her next career step, a mentor encouraged her to consider business school instead of law school. She was hoping to head back to the West

Coast but wasn't sure how she would use a policy-related law degree in the Bay Area, so she decided to enroll in UC Berkeley's Haas School of Business. "At that time," she says, "I couldn't even parse out the difference between social entrepreneurs and socially responsible business. But I've always been driven by this hope to be at the confluence of the public and private sectors, with an interest in creating alignment opportunities."

While at Haas, she took an internship at a professional association in San Francisco, where she developed a community engagement model to help the Bay Area nonprofit sector.

After graduation, Libby spent the summer interning with eBay, helping to make the case for the Global Citizenship Group. It turned into a full-time position for the next four years and laid the groundwork for her most recent move to Visa's Corporate Responsibility Team.

PROJECT HIGHLIGHT

In 2007, Libby co-founded the eBay Green Team, a grassroots effort by a small group of passionate eBay employees who wanted to make eBay a more environmentally-responsible place to work by implementing various operational procedures and policies. Libby gives particular credit to her colleague Robert Chatwani (see Robert's Profile on [page 37](#)). "There are few people who understand as intuitively

how to get things done in that environment, and who really see the value of the business case. Robert manages to bring business and social impact together in a way not many people can."

The Green Team has since expanded to include over 225,000 of eBay's buyers and sellers to encourage environmentally-responsible purchasing decisions.

LIBBY'S ADVICE

1

Learn to identify appropriate systems and metrics for internal decision-making. Libby "found more technical classes like managerial accounting to be incredibly valuable" for creating and discussing a business case for citizenship efforts.

2

Libby also suggests mastering the softer skills. "In business school, some of the projects that were most valuable were the ones around negotiation and influence," she says. Patience is another skill that can be incredibly useful on the job. "Sometimes you have to sit back and allow a situation to sort itself out. The flip side is that the opportunity doesn't always present itself." Knowing when to push and when to let go is critical to being effective in a corporate citizenship role.

POTENTIAL CHALLENGES

Libby points out that it can be difficult to create programs that maintain their relevance and resonance across audiences and geographies. "What works in one place," she says, "or for one group of people, isn't always universal." Many companies are working to build programs that are unified enough to feel like a single pursuit yet flexible enough to adapt to different countries and different teams.

LEILANI LATIMER

DIRECTOR OF SUSTAINABILITY INITIATIVES SABRE HOLDINGS

GRADUATE EDUCATION

**CERTIFICATE, SUSTAINABLE
MANAGEMENT** | PRESIDIO
GRADUATE SCHOOL

**CERTIFICATE, MANAGEMENT
FOR INTERNATIONAL
EXECUTIVES** | UNIVERSITY OF
CALIFORNIA, IRVINE

PREVIOUS POSITIONS

**PRINCIPAL,
GLOBAL MARKETING PLANNING**
SABRE TRAVEL NETWORK

**MANAGER,
CRUISE PRODUCT MARKETING**
SABRE HOLDINGS

**CUSTOMER MARKETING
MANAGER**
SABRE HOLDINGS

KEY RESPONSIBILITIES

Leilani leads Sabre's environmental strategy across four business units for Sabre Holdings, which merchandises travel products for consumers and technology services for the travel industry. She is responsible for determining the position, vision, mission statement, goals, and strategy for each business unit as it relates to the company's environmental sustainability commitment, and works across the business units to define, prioritize, measure, and track these initiatives.

Leilani also leads a sustainability advisory council representing departments across the enterprise, including corporate real estate, IT, finance, employee relations, and others. Finally, she works closely with the corporate social responsibility group, which manages the company's volunteer and philanthropy initiatives.

HOW SHE GOT THERE

Leilani was asked to take on her current role after more than 20 years in various positions across the company. She started

her career with Sabre in sales and then transitioned into marketing, focusing on customer segmentation, product marketing, and global marketing planning.

PROJECT HIGHLIGHT

An extended three-year project in which Leilani built a centralized marketing strategy that resulted in a business re-organization served as the basis for her current position.

“The company was wondering, ‘Should we bring someone in from the outside that’s an expert in sustainability and bring them up to speed on our business, or should we find someone [internally] who understands our business?’” she explains.

“It was a huge asset to know who the players were and the processes. I had an intimate knowledge of the company and could navigate internally. We had a

lot of environmental initiatives that weren’t coordinated; this role was to pull everything together.”

POTENTIAL CHALLENGES

Leilani makes a distinction between short-term change and long-term transformation. “Change is reversible,” she says, “transformation is not.”

She goes on to warn that “it’s extremely hard to be successful in business transformation. A lot of initiatives are not hard to develop, but hard to maintain and keep alive.”

Another challenge is competing with the multiple priorities any corporation is likely to encounter. “You come to the table with sixty other people and everyone is focused on their priorities,” she says. “It’s extremely hard to be listened to.”

“CHANGE IS REVERSIBLE, TRANSFORMATION IS NOT. A LOT OF INITIATIVES ARE NOT HARD TO DEVELOP, BUT HARD TO MAINTAIN AND KEEP ALIVE.”

LEILANI'S ADVICE

1

Because of the difficulty competing with conventional business goals, it's critical to make your case effectively. “You have to make the business case every day, consistently...If you can't speak credibly and intelligibly about your business, that's hard.”

2

Leilani advises those interested in corporate citizenship work to learn how to “manage across organizational boundaries. Be able to define goals and manage them without direct authority.”

IRENE QUARSHIE

SENIOR GROUP MANAGER, CORPORATE RISK & RESPONSIBILITY TARGET

GRADUATE EDUCATION

MASTER OF PUBLIC POLICY |
AMERICAN UNIVERSITY

PREVIOUS POSITIONS

GROUP MANAGER,
MINORITY & WOMEN BUSINESS
DEVELOPMENT
TARGET

GROUP MANAGER,
PLANNING & PARTNERSHIPS
TARGET

MANAGER, GOVERNMENT &
COMMUNITY PARTNERSHIPS
TARGET

ASSOCIATE
BOOZ ALLEN HAMILTON

KEY RESPONSIBILITIES

Irene leads the development and execution of corporate sustainability programs and related initiatives (i.e. corporate responsibility, environmental sustainability, and enterprise risk management). She also delivers strategic research and insight on products to senior business leaders on issues related to company policies, products, community partnerships, business strategies, and competitor actions.

HOW SHE GOT THERE

Irene was an associate at Booz Allen Hamilton, consulting to the federal government, when she received a headhunter's call for a position at Target. As a native of the Washington, D.C. area, she lived close to her family and friends and was not interested in relocating to Minneapolis. However, she was eager for a new experience and decided to pursue the interview. "It was a huge professional and personal risk," she says. "I consider myself

a generalist; I don't want to be pigeon-holed into one area. That's what attracted me to Target and why I believe I've been successful. I love leading people."

Target initially hired Irene as the Manager of Government and Community Partnerships, leveraging her strategy development experience and her knowledge of the government.

"Target wanted to be more proactive to develop relationships with law enforcement," Irene says. Her role was to develop partnerships with government, law enforcement, legal, and community agencies to deter theft and enhance safety at stores and surrounding communities.

As Group Manager, Planning and Partnerships, she was responsible for long-term program planning

and strategic partnership development. She was then asked to lead the company's minority- and women-owned business development programs.

"Target was going into more urban environments," says Irene, "so we had a different guest segment — Hispanics and African Americans. This is community engagement from a different angle. It's about focusing on the business and societal value."

Finally, she became Senior Group Manager of Corporate Risk and Responsibility, where she now leads the development and execution of corporate sustainability programs and related initiatives.

Irene says it's been the most challenging and most rewarding work she's done. "I knew nothing

about environmental or risk management," she confesses, "but I knew I had the capacity to learn and lead. I knew it was important to have people on my team who were subject matter experts."

At Target, she also learned to depoliticize corporate responsibility and sustainability issues. "Sustainability is about becoming and remaining relevant. I help leaders make decisions to ensure that Target is relevant today and for the next 20 years. There's an acknowledgement that we risk losing competitive advantage if we don't address the environmental impact of our work. It also benefits society if we can do this while operating as a viable business. It's been exciting to be a part of that, and to change people's minds."

**“ WE RISK LOSING
COMPETITIVE
ADVANTAGE IF WE
DON'T ADDRESS THE
ENVIRONMENTAL
IMPACT OF OUR WORK.”**

PROJECT HIGHLIGHT

Irene expanded an initiative called *Safe Cities* nationwide, which gives funding to police departments to invest in public safety. The program launched in Minneapolis and has since rolled out to over 20 cities.

She also launched the *National Night Out* partnership, which encourages year-round involvement in crime prevention activities, and strengthens police-community partnerships.

Target's partnership helps underwrite the costs associated with making *National Night Out* available to more than 11,000 communities across the country.

POTENTIAL CHALLENGES

At Target, Irene ran into a common problem: "Target has a long history of community involvement but we rarely talked about our efforts — we wanted

the results to stand on their own. It's only been in the last two years that we've proactively and publicly discussed our CSR initiatives. The new normal is transparency, and it takes time to get an organization of our size fully adjusted."

She also points out that corporate-community partnerships can be an "emotional" issue, which may result in a hesitation to fully fund such difficult change initiatives. But this is changing, says Irene. "I think we're on the verge of a transition where yes, you make the decision to write the check."

"But to truly add value," she continues, "you need to find the sweet spot, the intersection where you can deliver on your business objectives and at the same time satisfy your societal obligations. We're in these communities, so we have the obligation to understand their needs."

“THE NEW NORMAL IS TRANSPARENCY, AND IT TAKES TIME TO GET AN ORGANIZATION OF OUR SIZE FULLY ADJUSTED.”

IRENE'S ADVICE

1 *Finding effective solutions to complex problems often requires learning how to deal with ambiguity. "If you need someone to develop a checklist for you," she warns, "CSR isn't the place for you."*

2 *"Don't assume that the only way to make an impact is to join the CSR group. Non-traditional routes perhaps provide you with a more enriching experience to learn and influence others. Learn about the business and surround yourself with a variety of perspectives, not just those who are wired to think about corporate citizenship."*

EVAN HOCHBERG

NATIONAL DIRECTOR OF COMMUNITY INVOLVEMENT DELOITTE SERVICES LP

GRADUATE EDUCATION

**MASTER'S IN MANAGEMENT
OF HUMAN SERVICES** | HELLER
SCHOOL, BRANDEIS UNIVERSITY

PREVIOUS POSITIONS

MANAGING DIRECTOR
COMMUNITY WEALTH VENTURES

ASSOCIATE
BOOZ ALLEN HAMILTON

DIVISION DIRECTOR
MARCH OF DIMES

DIRECTOR
MELWOOD

KEY RESPONSIBILITIES

As National Director for Community Involvement, Evan oversees Deloitte's philanthropy, volunteerism, pro bono and workplace giving. In this role, Evan has refocused Deloitte's community involvement approach to use the company's best thinking to build stronger nonprofits.

Evan has also directed Deloitte's *Their Future is Our Future* education program, which focuses on building a college-going culture among youth, as a signature community involvement initiative for the company.

HOW HE GOT THERE

After college, Evan worked in the nonprofit sector in roles ranging from front-line social work to mid-level management. He then earned a master's degree from Brandeis, which offers a non-traditional MBA that focuses on the intersection between the public and private sectors. "My master's degree made clear the legitimate and substantive connection between business and social entrepreneurship," he says.

After graduation, Evan worked as a management consultant for Booz Allen Hamilton helping large public and private sector

organizations on issues of strategy and performance management. While there, he learned about Community Wealth Ventures, a for-profit consulting firm that advises nonprofits on growth and sustainability. He joined them to leverage his consulting experience in a position that advanced positive social outcomes.

After seven years at Community Wealth Ventures, Evan was interested in taking on a corporate community involvement role. When he learned of the National Director of Community Involvement position at Deloitte, he saw it as an opportunity to bring his previous experiences together.

“Working in nonprofits gave me a certain level of understanding about what it takes to create meaningful social impact. I’ve also worked in a business that had nothing to do with community involvement – but taught me how a business thinks. Finally, consulting gave me an

opportunity to see things through a lot of different lenses.”

Evan’s attraction to corporate citizenship stems from a commitment to the triple bottom line concept. “I’m as much driven by the fact that it’s a huge opportunity to use the assets of our organization to drive business value as I am by the ability to make a powerful social impact,” he says.

“The corporate sector represents such a wealth of talent, communications vehicles, and financial resources. If we can get companies to engage in the community more strategically in a manner that is good for the community and good for their business, it’s almost an inarguable position.”

PROJECT HIGHLIGHT

Evan is particularly proud of Deloitte’s pro bono program, which is rooted in an internal funding mechanism that treats

pro bono projects just like they were fee-based clients. Since the program launched two years ago, Deloitte is well on its way to providing \$50 million worth of pro bono service to eligible nonprofit organizations. Evan describes it as a “huge transformation in how we engage with the community at Deloitte. It has enhanced our visibility, and has given us a platform to talk to other companies about skilled volunteerism.”

POTENTIAL CHALLENGES

Evan notes that one of the challenges is that this field is still

taking shape. “Oftentimes,” he says, “community involvement still gets relegated as merely a nice thing to do.” He notes the need for further research and case studies that establish corporate community involvement as an equally legitimate aspect of corporate strategy as marketing, financial management, or human resources. “Community involvement often can involve oversight of tens, if not hundreds, of millions of dollars in deployment of corporate financial and human assets,” he notes. “But you’ll be hard pressed to find many business schools that dedicate a class to strategic corporate philanthropy.”

EVAN’S ADVICE

1

“Experience around strategic relationships is key,” he says. “All of this is about finding the intersection of value and strategy between a company and its set of stakeholders.”

2

He also advises to hone your communications and presentation skills, both one-on-one and among groups of employees and external stakeholders.

PAUL MURRAY

DIRECTOR OF ENVIRONMENTAL SAFETY AND SUSTAINABILITY HERMAN MILLER, INC.

GRADUATE EDUCATION

MASTER'S IN MANAGEMENT |
AQUINAS COLLEGE

PREVIOUS POSITIONS

ENVIRONMENTAL AFFAIRS
MANAGER
HERMAN MILLER

PRODUCTION MANAGER
HERMAN MILLER

RESEARCH CHEMIST
BOISE CASCADE & PPG
INDUSTRIES

HIGH SCHOOL CHEMISTRY
TEACHER, COACH

KEY RESPONSIBILITIES

As the Director of Environmental Safety and Sustainability at Herman Miller, Paul Murray oversees the furniture company's full suite of environmental initiatives. "My job," says Paul, "is to ensure the occupational health and safety of Herman Miller's employees, to identify innovative ways to design products for positive environmental impact, reduce waste, and oversee our energy program."

HOW HE GOT THERE

Paul started his career as a high school chemistry teacher and coach in South Dakota. Salaries

were low for teachers, and Paul started looking for a better way to pay the bills. He joined Boise Cascade as a research chemist and spent the next nine years developing wood finishes.

But again, Paul's job impacted his personal life in ways he didn't expect. "My son was allergic to the chemicals used for making paint. If I didn't shower and change clothes after work each day, he might have an allergy attack that would land him in the hospital." When Paul moved to Herman Miller in 1988 to manage wood finishing operations there, he discovered a company with a strong commitment to environmental stewardship

but a disparate strategy for implementing programs.

Paul spent the next four years getting to know the company's operations as a production manager while overseeing a full staff. "It was just a different name for a coach," he says. "That's a lot of what I do now — inspire team members to get involved and enthralled, which ultimately makes my job easier."

In 1992, Paul and two colleagues decided that the company was sending too much waste to the landfill, and decided to do something about it. "We approached senior management to start an environmental steering committee," Paul says. "We volunteered to do it and then they asked me to do the job full time" as Environmental Affairs Manager.

Along with a volunteer team of Herman Miller employees, Paul formed the Environmental Quality Action Team (EQAT) and in 2006, he was promoted to his current position of Director

of Environmental Safety and Sustainability.

PROJECT HIGHLIGHT

The EQAT team's initiatives have brought Herman Miller's many environmental programs under one roof, from product design to energy reduction to packaging and transportation. One of Paul's proudest accomplishments is Herman Miller's dramatic reduction in waste.

When Paul arrived at Herman Miller in 1988, the company was sending 41 million pounds of waste to the landfill each year. By 2006, the company had reduced that amount to 6.6 million pounds,

and by fiscal year 2010, the amount was reduced further still to 2.5 million pounds. The journey continues as the company works toward its ultimate goal of zero landfill waste by 2020.

Another component of the EQAT initiative is the ISO 14001 Team, which includes Environmental Site Leads at all of Herman Miller's major office and manufacturing locations. Team members monitor and report on their respective sites' environmental activities in support of the company's goals.

POTENTIAL CHALLENGES

"Most people would rather not have to think about what we do,"

warns Paul. This can lead to resistance and apathy when it comes time to implement programming or develop new solutions.

Paul has to very consciously frame the issues: "One of the things I'm hopeful my team sees is that it's not about drudgery. I have some of the most radical treehuggers you've ever seen and others who don't care a bit about the environment. We are different in what we think. You need to get people to work together." One way he does this is to "try to turn big problems into smaller activities, and then help coach people through them."

PAUL'S ADVICE

1 *"People have to be comfortable stepping out of their box," says Paul. "You don't just sit there and say 'we've won.' You have to continually grow and get better. Always ask for data. I always try to ask questions beyond the normal ones when reviewing information."*

2 *By approaching his role as that of coach, Paul fosters an environment in which people feel comfortable stepping up and taking charge. "A steering committee is great for setting policy but you need an active team; I'm looking for people who have opinions."*

ROBERT CHATWANI

HEAD OF GLOBAL CITIZENSHIP eBAY, INC.

GRADUATE EDUCATION

MBA | WALTER A. HAAS SCHOOL OF BUSINESS, UNIVERSITY OF CALIFORNIA, BERKELEY

PREVIOUS POSITIONS

SENIOR MANAGER,
PLATFORM STRATEGY
eBAY, INC.

CO-FOUNDER AND COO
MONKEYBIN, INC.

GLOBAL STRATEGY PRACTICE
MCKINSEY & CO.

KEY RESPONSIBILITIES

As head of Global Citizenship at eBay, Inc., Robert Chatwani leads technology-driven social innovation across eBay and PayPal. “My focus is on harnessing the reach and scale of our core businesses to create a positive impact,” he explains. He oversees the company’s global social impact and business goals across three areas: fostering entrepreneurship, accelerating sustainable commerce, and strengthening communities.

HOW HE GOT THERE

“It’s a lot easier in hindsight to package the story, but a lot different as you’re going through it,” Robert says of his career trajectory. Focusing on corporate citizenship “was never part of the master plan.” Robert began in management consulting, working in the Global Strategy Practice at McKinsey & Co., where he helped global clients define their corporate strategy.

In 2000, he founded MonkeyBin, a software provider for the

commercial barter industry. “I get really passionate about the power of e-commerce, trade, and technology.” After several years of growing the company, he discovered he was ready for an even larger-scale approach.

“When I look back at what the initial starting point was, it was a deep sense of self-awareness about my passions, and being honest with myself,” he says.

Robert joined eBay in 2003 as Senior Manager of Strategy for the eBay platform. “What drew me to eBay was that it serves hundreds of millions of users—but at the heart of every transaction there are two people interacting with each other, bound by trust and mutual interest. When you take such a simple concept and remove all boundaries—physical, geographic, and cultural—that’s powerful.”

Over the years, Robert says he’s been fortunate to have a number of roles within the company spanning product, strategy, marketing, and management, which has

given him a unique perspective on how the company can best leverage its strengths for positive impact. “We had this intersection of a real business opportunity and something I thought was meaningful. When these things come together, it’s like a flywheel that stores and releases kinetic energy.” It’s no surprise, therefore, that eBay tapped Robert for his current position leading eBay’s global citizenship vision.

PROJECT HIGHLIGHT

One of Robert’s biggest projects to date is WorldofGood.com by eBay, a marketplace for fair trade and ethically sourced products. “At eBay, I saw that we had tremendous assets and reach,” says Robert. “That’s how WorldofGood.com was born – to tie these things together.”

The collaborative result of two separate companies, WorldofGood.com combines eBay’s technology platform with World of Good Inc.’s fair trade

network. Robert conceived the project while traveling through an open-air market in India, and was fortunate enough to receive feedback and guidance from eBay founder Pierre Omidyar and then-CEO Meg Whitman.

With their support, Robert facilitated a partnership with World of Good, Inc., and eBay has since bought the company. Launched in 2008, the marketplace has now grown to include sellers from more than 70 countries representing tens of thousands of products.

POTENTIAL CHALLENGES

Robert warns that conventional methodologies and business practices can be stifling to new ideas. “In large companies, it’s easy to get stuck in the process,” he says. “When it comes time to flip from socializing an idea to piloting it, the number one lesson we still apply is to break free from conventional thinking and processes.” But, he insists, you still need to “align with the company’s overarching corporate strategy.”

ROBERT’S ADVICE

1 “No one can tell you what risks to take,” Robert says.. “You must choose the path you’re passionate about. Don’t let organizational complexity obscure your responsibility as a change agent. Always keep in mind that leaders give what is needed, not what is expected.”

2 But even leaders rely on teams to be successful. “Discover the pioneers, the key stakeholders in your company who can support you.” These are the people who can help shepherd your ideas through otherwise resistant channels.

PAREEN SHAH

SENIOR MANAGER, STRATEGY LEVI STRAUSS & CO.

GRADUATE EDUCATION

MBA | WALTER A. HAAS SCHOOL OF BUSINESS, UNIVERSITY OF CALIFORNIA, BERKELEY

MSC. IN SOCIAL POLICY AND PLANNING | LONDON SCHOOL OF ECONOMICS

PREVIOUS POSITIONS

STRATEGY MANAGER
LEVI STRAUSS & CO.

MANAGER, STRATEGIC INITIATIVES
ORCHARD SUPPLY HARDWARE

SUMMER ASSOCIATE
A.T. KEARNEY

ASSOCIATE MARKETING MANAGER
GAP INC. (BANANAREPUBLIC.COM)

MARKETING ASSOCIATE
THE CLOROX COMPANY

KEY RESPONSIBILITIES

In his role as Senior Manager of Strategy, Pareen Shah works with the Levi's brand's wholesale businesses throughout the Americas. "I help run all manner of growth initiatives and special projects," he says.

"I help develop new processes, internal strategies, and so on." As such, Pareen works across numerous functions, including merchandising, operations, finance, and others.

HOW HE GOT HERE

Pareen spent the first years of his career in brand marketing at Clorox. Passionate about changing the world through policy, he decided to enroll in the Master's of Science in Social Policy and Planning program at the London School of Economics with the intention of pursuing a career at the World Bank or the United Nations. During school, however, he came to believe that it is business that "offers the biggest opportunity to make change."

“I’ve always bristled at the notion that what’s good for society and what’s good for business are in conflict,” says Pareen. Drawn to the Bay Area, he worked in online marketing at Gap, Inc., and ended up at the Haas School of Business for its focus on corporate responsibility.

During his summer internship as a consultant at A.T. Kearney, Pareen realized he particularly enjoyed the strategy side of business. “I knew I wanted to be in a jack-of-all-trades type of role,” he says. “I tried external consulting. I liked the content, but not being the outsider.” So, after earning his MBA, he took a job as Manager of Strategic Initiatives at Orchard Supply Hardware.

He joined Levi’s strategy team the following year. “I knew I wanted to work in a traditional company, and not in the sustainability group,” he says of his decision. “While CSR groups have value today, down the road they shouldn’t exist at all.” Instead, he argues, the issues should be fully integrated into the core strategy of any given company.

PROJECT HIGHLIGHT

Because Pareen works closely with different functions throughout his company, he often plays the role of translator. “I see a lot of different parts of the organization, and see that these different groups could help each other out – so it might be as simple as facilitating a conversation.” When he learned of Levi’s sustainability team’s interest in the *Better Cotton Initiative*, a program to reduce the environmental impacts of cotton growing, he immediately got involved. “I know the sustainability guys are driving this,” he says, “and I know the merchandising team is charged with making sure the costing comes in on target from a product standpoint.”

To ensure merchandising could get on board with the initiative, Pareen helped drive a financial analysis the team could use. “I was able to connect the dots between the sustainability group and the merchandising group. So now, the merchandisers can look at the *Better Cotton Initiative* through

“ I’VE ALWAYS BRISTLED AT THE NOTION THAT WHAT’S GOOD FOR SOCIETY AND WHAT’S GOOD FOR BUSINESS ARE IN CONFLICT.”

their lens, and understand the cost impact to them.”

POTENTIAL CHALLENGES

“Prioritization is a big challenge in my work,” he says. “As a strategy person, you’re trying to drive these projects. You learn that traditional business school approach where you identify your five strategies, and you stick with them. Well, it sounds good in practice, but in reality, it’s extraordinarily difficult to do. By the time the ink is dry, the market may have changed.”

PAREEN’S ADVICE

- 1 *Be ready for anything. “There has to be an understanding that things may always change. Being open to that flexibility is an important characteristic.”*
- 2 *Learn to speak multiple business languages. “One moment you’re talking to IT people about databases, then you’re talking about product design, then you’re talking to finance about the cost of goods sold. To do it well, you have to be engaged, credible, and able to speak the language of business in general – not just the language of sustainability.”*
- 3 *Finally, Pareen emphasizes the need to be able to manage oneself rather than looking to others for guidance. “You have to be a self-starter,” he says. “So on many of these projects, I’m often by myself.”*

KATHERINE JENNRICH

SENIOR MANAGER, ENERGY SERVICES WALMART

GRADUATE EDUCATION

MBA | KENAN-FLAGLER
BUSINESS SCHOOL, UNIVERSITY
OF NORTH CAROLINA AT
CHAPEL HILL

**MASTER'S IN ENVIRONMENTAL
MANAGEMENT** | NICHOLAS
SCHOOL OF THE ENVIRONMENT,
DUKE UNIVERSITY

PREVIOUS POSITIONS

MBA LEADERSHIP INTERN
WALMART

ENVIRONMENTAL SCIENTIST
URS CORP.

KEY RESPONSIBILITIES

Katherine runs the supplier energy efficiency program, a small business unit of the energy group at Walmart. "Because I sit in the energy department," she explains, "I don't have sustainability in my job title." Yet as Senior Manager of Energy Services, Katherine oversees energy audits and full turn-key retrofits for her company's supply chain, and supports the company's greenhouse gas initiative, which works to reduce emissions along that supply chain.

HOW SHE GOT THERE

Katherine describes herself as "kind of an oddball" who wanted to work in the environmental field even as a child. "My father would always ask me, 'how do you pay for it?' He prepped me for the questions that would come. The environment is a business — to think of it that way was a change in my frame of mind. From an early age, I wanted to be outdoors and I wanted to protect the environment, but when you think about it with a business mindset, the perspective changes."

“ **THE ENVIRONMENT IS A BUSINESS— TO THINK OF IT THAT WAY WAS A CHANGE IN MY FRAME OF MIND.** ”

She started with an environmental science class in high school, declared her major in the subject as soon as she got to college, and spent her college years getting acquainted with the field in various capacities. “I worked for the EPA, a nonprofit environmental organization, and as an environmental consultant. I’ve worked all of the angles within the industry,” she says.

While her experience with the EPA enabled her to see things she wouldn’t have otherwise seen, her work in the nonprofit sector was more frustrating. “The grassroots movement moves at a frustratingly slow pace; things weren’t going to happen quickly. With a nonprofit,

it’s truly an exercise in patience. It’s absolutely very satisfying, but the scope is limited.”

As an environmental consultant, Katherine “got to go out in the field and basically watch large companies put out reactive dollars, just to fix symptoms.”

At that time, sustainability wasn’t a buzzword, but Katherine remained optimistic it was just a matter of time before the concept caught on in the private sector. She entered business school in 2005, the same year Walmart entered the space and then, she says, “the sustainability movement really took off.”

A mentor at business school set up an introduction to Walmart, and Katherine joined the company as an intern in the energy group. After finishing her internship, she stayed on with Walmart as a part-time consultant to continue the project she’d started with the company. Eventually, it led to a full-time position.

POTENTIAL CHALLENGES

Much of the private sector’s early approach to corporate citizenship was focused on philanthropy but, says Katherine, “to be sustainable, you have to work on the footprint. It’s not just philanthropy but, rather, fixing inefficiencies in your company or your supply chain— even asking the right questions. It is shocking to me how little we knew...And, of course, the environmental issues will change and adjust. So much is focused on climate but water is a big issue, too.”

Walmart’s solution to this problem was to take a hard look at the company’s supply chain impacts and prioritize accordingly. “Now, we have very strategically targeted certain categories because they are the most impactful. We know which ones we should start with because they will have the biggest bang for their buck.”

KATHERINE’S ADVICE

1 *“Being able to express your ideas to a team of people” is of critical importance. “Often-times, you’re not just communicating in-house, you’re talking to suppliers and NGOs, you’re communicating with lots of different parties.”*

2 *Katherine also stresses the important role her internship played in preparing her work, particularly when it comes to balancing environmental impacts with cost savings or revenue generation. “While I learned that in the principles of business school,” she says, “to see Walmart put it into practice is the best experience I could have to prepare for this.”*

GINA DEL VECCHIO

SENIOR DIRECTOR, INTL. LOGISTICS & GLOBAL CUSTOMS COMPLIANCE THE GYMBOREE CORPORATION

GRADUATE EDUCATION

**MBA IN SUSTAINABILITY AND
SOCIAL RESPONSIBLE
BUSINESS** | GREEN MOUNTAIN
COLLEGE

PREVIOUS POSITIONS

**SENIOR DIRECTOR,
IMPORT & SOCIAL COMPLIANCE**
THE GYMBOREE CORPORATION

FOUNDER AND PRINCIPAL
ALIGNMENT CORPORATION

At the time of publication, Gina had accepted a new position as Vice President, Supply Chain of Ariat International, where she looks forward to increasing resource efficiencies in Ariat's supply chain while balancing consumer supply and demand. Her existing profile remains a useful example for our readers.

KEY RESPONSIBILITIES

As the Senior Director of International Logistics and Global Customs Compliance at the Gymboree Corporation, Gina Del Vecchio leads a group that is responsible for the relationships with regulatory bodies in all of the countries where Gymboree does business.

This involves importing and exporting goods, paying taxes, and making sure Gymboree is upholding regulatory, social accountability, and product safety standards in these markets.

HOW SHE GOT THERE

While Gina has developed a strong career in supply chain and international trade facilitation, she didn't just walk into her current responsibilities. "I started working with smallish companies of under \$100 million in revenue," she says, "and worked my way up to larger companies in toys, home furnishings and apparel." While she now travels all over the globe, she says, "The reality is that when you're in a business environment, you don't send inexperienced people out on big assignments;

you send seasoned people. In my case, a higher level person couldn't make a trip, so I was called up. I've been traveling ever since."

During her first job after college, she says, "I started traveling to factories in Asia, and had a first-hand look at the conditions factory workers encounter — issues of safety, hours, or compensation." It was during these travels that she came face to face with the realities of her industry.

In 1995, there was a fire in one of the company's contracted factories in Thailand. "We made plush toys, with lots of chemicals," recalls Gina. "There were about 300 workers in this particular contracted factory. A fast-moving fire broke out, but the doors were chained."

In a subsequent meeting held by management back in San Francisco, she was shocked to

hear the first question asked was not "Is everyone okay?" but, rather, "What's the impact on our business in terms of sales?"

This experience would inform her business and career decisions from then on. Gina made the decision to leave the company, and founded a wholesale retail distribution and logistics consulting firm.

"Really understanding how and where our day-to-day goods are made had a very strong impact on my business compass. The reality of my role — and this applies to everyone who works with consumer products — is that we make our living based on people buying our product, and there are lots of problems with the products we produce.

"As the beneficiaries of the profits made on the sale of those products, we can't just stand on the sidelines. We have to make

products that are the result of safe and sound practices — from the factory environment to global transport to end use to disposal."

Gina eventually sold her consulting firm, and went to business school. Frustrated with the subjective nature of measuring success in the private sector, she began focusing on publicly-traded business, trying to reconcile the need to drive profits with the social and environmental realities of doing business.

Through colleagues, she learned of a position at Gymboree, and took a closer look at the company. "When I joined Gymboree," recalls Gina, "they were interested in putting together a more formalized sustainability program. I had been in my business school program for four months and decided

“THE REALITY OF MY ROLE — AND THIS APPLIES TO EVERYONE WHO WORKS WITH CONSUMER PRODUCTS — IS THAT WE MAKE OUR LIVING BASED ON PEOPLE BUYING OUR PRODUCT, AND THERE ARE LOTS OF PROBLEMS WITH THE PRODUCTS WE PRODUCE.”

to do my capstone on creating sustainability at Gymboree. Being in the logistics and compliance area, there are a lot of opportunities for sustainability initiatives.”

PROJECT HIGHLIGHT

Gina is particularly proud of serving on the team that worked on bringing her company into compliance with the Consumer Product Safety Initiative Act (CPSIA), a piece of legislation recently updated to significantly reduce lead and phthalate levels in children’s products. Her company worked proactively to bring its products into compliance in advance of the changes.

Gina has also helped lead efforts to reduce Gymboree’s carbon footprint by optimizing supply chain efficiencies. In addition to reducing transportation impacts from fuel use and emissions by 20%, the company has changed

the way it handles shipping and packaging its products, increasing materials reuse. “We import our products in cardboard boxes,” and rather than repackaging for retail, “those are the same boxes used to go out to the stores and our other locations.”

POTENTIAL CHALLENGES

“You cannot abandon the business fundamentals,” insists Gina. “If you want to just work conceptually on improvement initiatives and not deal with the sometimes very frustrating and messier parts of the business environment, then you might be better off doing something else. If you want to work in business, there are some hard realities and trade-offs.”

Another key challenge lies in consumers’ sometimes unrealistic expectations. “People are always asking why we don’t do more organic,” says Gina.

“But on the apparel side, there’s a limit to how much material would meet organic or free trade standards. So you have a business problem: even if we wanted to make everything out of organic cotton, there’s not enough out there. One of the frustrations is that people don’t understand these types of realities.”

GINA’S ADVICE

1 *Gina advises job seekers to do their due diligence. “I really checked out where Gymboree was on the continuum before I joined them. They had best-in-class programs already in place in terms of social accountability and environmental thinking, really thinking about all the various stakeholders.” But the company didn’t publicize these efforts. Had she not researched the business, spoken with employees, and taken a proactive approach, she may well have overlooked the opportunity to make the impact she has.*

YONNIE LEUNG

MANAGER, SHARED SERVICES ENVIRONMENTAL STRATEGY PACIFIC GAS & ELECTRIC CO. (PG&E)

GRADUATE EDUCATION

JOINT MBA | WALTER A.
HAAS SCHOOL OF BUSINESS,
UNIVERSITY OF CALIFORNIA,
BERKELEY AND COLUMBIA
BUSINESS SCHOOL, COLUMBIA
UNIVERSITY

PREVIOUS POSITIONS

MANAGER, SUPPLY CHAIN STRATEGY
PG&E

**GREEN PROCUREMENT
CATEGORY LEAD**
PG&E

**BUSINESS CUSTOMER
REPRESENTATIVE**
PG&E

BUSINESS ANALYST
PG&E

KEY RESPONSIBILITIES

Yonnie was most recently responsible for three primary supply chain areas: data reporting, sourcing analysis, and strategic supply chain programming. As this guide went to publication, she moved into a new role coordinating the development of PG&E's operational sustainability strategy and implementation within Shared Services. Her current responsibilities now include overseeing the operational sustainability strategy for the company's supply chain, facilities, and fleet, in order to move PG&E towards its environmental footprint reduction goals.

HOW SHE GOT THERE

Yonnie began her career at PG&E shortly after college as a member of the company's Undergraduate Leadership Development Program, a two-year accelerated management rotational program that exposes employees to different areas of the company. Her first rotation was as a business analyst in the Sourcing department.

She then joined the Sales and Service team as a business customer representative, where she focused on selling energy efficiency incentive programs. "Working in customer care," she

says, “opened the path to learn about energy consumption and carbon footprint reduction, and that exposed me to the larger concepts of sustainability.”

Upon completion of the rotational program, Yonnie felt she “needed to find a home” within PG&E. She kept in touch with the Sourcing team throughout her tenure with the company, and had developed a good working relationship with a senior director there. She approached the director with the idea of creating a green supply chain program, and a new role was created for her.

“I was drawn to the opportunity to build a program from the

ground up,” she says. “To this day, I don’t regret coming back to supply chain management.” In fact, Yonnie’s work with the Green Supply Chain program, which she helped launch as the Manager of Supply Chain Strategy, led to her current position.

PROJECT HIGHLIGHT

When Yonnie first proposed the Green Supply Chain program to encourage PG&E’s suppliers to adopt more sustainable business practices, she didn’t realize just how sweeping the program would become. “More than 30 suppliers voluntarily signed up, and agreed to implement a

variety of innovative projects to reduce the environmental impact of their operations and to support the company in generating cost savings,” she says.

Yonnie then took the program a step further. She championed a partnership with UC Berkeley to examine the carbon life cycle impacts of products and services procured by PG&E using a detailed life cycle assessment (LCA) process. The goal of the LCA research is to gain greater insight into greenhouse gas (GHG) impacts, and to identify collaborative climate action opportunities, including GHG reduction plans, with PG&E’s suppliers.

POTENTIAL CHALLENGES

Yonnie says the main challenge for any business is to figure out how to make a profit. “For the most part, businesses aren’t going to invest in something where they don’t have a positive ROI. But you can’t just look at the initial costs; you have to look at the whole lifecycle of a particular product. If you update the lighting in an office with more energy efficient lights, it might cost more up front. But within a year or two, you’re going to start paying less in your electricity bill. So it’s not always about the initial cost.” Educating suppliers and consumers about that long-term value proposition, she says, requires a persistent and concerted effort.

YONNIE’S ADVICE

1

Like many of our interviewees, Yonnie emphasizes the need to be proactive. “A lot of times, you have to create your own career path,” she says. “If you see an opportunity, you have to build a business case...and get buy-in from different people.”

2

Yonnie also points out that “In this field, you need to be open and flexible to change. You need to have the mindset that sustainability will continue to evolve as the world changes.”

3

Softer people skills are critical, and Yonnie cites classes in organizational development and leadership as pivotal to helping her master them. “No matter what you do, you need to be able to influence and inspire others.” Setting aside stereotypes and preconceptions can help. “I am not someone who lives and breathes sustainability. What drew me to this was the idea that I could develop something that would lead the industry.”

MARY LONG

SENIOR DIRECTOR, LOGISTICS AND CUSTOMER OPERATIONS CAMPBELL'S SOUP COMPANY

GRADUATE EDUCATION

**MBA IN OPERATIONS AND
LOGISTICS MANAGEMENT |**
MAX M. FISHER COLLEGE
OF BUSINESS, OHIO STATE
UNIVERSITY

PREVIOUS POSITIONS

**DIRECTOR OF COLLABORATIVE
SUPPLY CHAIN SOLUTIONS**
CAMPBELL SOUP COMPANY

**DIRECTOR OF
CUSTOMER SERVICES**
CAMPBELL SOUP COMPANY

**DIRECTOR OF
CUSTOMER LOGISTICS**
CAMPBELL SOUP COMPANY

**DIRECTOR OF
SUPPLY CHAIN INTEGRATION**
CAMPBELL SOUP COMPANY

KEY RESPONSIBILITIES

At Campbell Soup Company, Mary heads up a team responsible for “supporting supply chain activities associated with developing, planning, buying, making, moving, selling, and returning the company’s products.” This includes the practical logistics of transportation, warehousing, customer service operations, import and export regulatory compliance, and service process analytics.

HOW SHE GOT THERE

“I have worked in logistics and supply chain for 18 years,” says Mary, “in 14 different roles, in ten cities, in seven states, and at four different companies.” It should come as no surprise that her undergraduate degree was in quantitative business analysis.

“I took many supply chain management classes in both undergraduate and graduate school,” she continues, and that coursework laid the foundation for her career. Post-graduation, she held various customer logistics roles with Quaker Oats, Gatorade, Pillsbury, and General Mills. In 2003, Mary

joined Campbell Soup Company as Director of Supply Chain Integration. She was promoted to Director of Collaborative Logistics less than two years later, and has been moving up ever since.

When asked about what best prepared her for her current role, she points to the diversity of her experiences. “I’ve been exposed first hand to the pros and cons associated with many different types of networks and process approaches,” she says. She’s able to draw on these learnings to improve the logistics and customer operations systems throughout Campbell’s supply chain.

A significant part of Mary’s work now involves optimizing shipping of the company’s products. “The very nature of logistics and transportation is about the efficient movement and storage of goods. We’re always thinking about how to optimize the weight of a load or the movement of a trailer.”

PROJECT HIGHLIGHT

Recently, Mary’s department embarked on an ambitious initiative to reduce the company’s CO₂ emissions by 20% by 2012. Part of this included partnering with carriers with more sustainable equipment options, which helped the company reduce the number of vehicles on the road from 15,000 to 12,000. “Initiatives like this,” says Mary, “benefit both the customers and the environment.”

“My team is increasingly looking at sharing logistics networks with customers and suppliers to optimize shipping efficiency. In some cases, customers will pick up shipments on behalf of Campbell’s as they travel to pick up our products. Customers’ trucks arrive at our dock, unload Campbell’s delivery, and then reload with products to return to their home base. In 2009, we eliminated 1.2 million ‘deadhead’ miles — empty trucks — using these shared networks.”

POTENTIAL CHALLENGES

The nature of the logistics business is that it’s always in flux. This makes staying on top of shifting logistical realities, such as factory closings or the changing demands of customers, somewhat tricky. “Change management is a critical skill set for anyone in this position,” Mary says.

Implementing systemic overhauls against this backdrop of constant change is especially difficult. She points to intermodal transportation, which has a lower carbon impact than straight trucking, as an example. “It’s harder to integrate changes and make sure we have the right service levels,” she explains. “We wouldn’t ever make a dramatic change without talking with customers. We need to have their acceptance and buy-in. So it takes work — but it’s the right thing to do, and it’s a good business decision.”

MARY’S ADVICE

1 Although Mary stresses the need to be able to communicate with others, it’s not all about what you say. “Listening skills are critical. You need to understand someone’s barrier to change in order to develop a solution.”

2 Finally, Mary recommends that you “set specific goals for yourself throughout your career. I like the quote ‘Success is not a matter of spontaneous combustion.’ You have to set yourself on fire, and figure out where you want to go and what you want to do.”

NATHAN ARBITMAN

MARKET DEVELOPMENT MANAGER, PHOTOVOLTAIC SOLUTIONS DUPONT

GRADUATE EDUCATION

DUAL MBA/MS IN SUSTAINABLE
DESIGN AND TECHNOLOGY |
STEPHEN M. ROSS SCHOOL
OF BUSINESS, UNIVERSITY OF
MICHIGAN

PREVIOUS POSITIONS

STRATEGY AND BUSINESS
DEVELOPMENT MANAGER
DUPONT

REGIONAL MARKET
SEGMENT LEADER
DUPONT

CORPORATE BRAND INITIATIVE
THE COCA-COLA COMPANY

KEY RESPONSIBILITIES

Nathan's Photovoltaic (PV) Solutions team works to create parity among energy consumers by delivering new products that increase efficiency, decrease costs, and increase reliability of PV modules and systems. Nathan is specifically responsible for marketing, business development, and new product development. He leads the commercial and technical teams to ensure that products under development meet customer needs.

HOW HE GOT THERE

Nathan describes his pre-business school career as a long and winding road spanning a number of industries and roles. "I had a very strong interest in the intersection of business and the environment... after college, I went to work for the National Wildlife Federation in a policy advocacy role, representing the interests of our members and lobbying Congress on important environmental issues." Although the work was relevant to his interests, he "didn't feel the sense

of efficacy I wanted to have in being able to make progress and achieve tangible results.”

After finishing his six-month fellowship, Nathan went to work at TetraTech, an environmental consulting and engineering company, where he focused on identifying pollution prevention opportunities for small and medium-sized businesses. He then moved on to Sustainable Conservation, a nonprofit organization that engages landowners and the environmental community to advance the stewardship of natural resources. “We brought a stakeholder and market-based approach to addressing environmental issues,” he says about the group’s work.

Wanting to take his career to the next level, he decided to enroll at the Erb Institute for Global Sustainable Enterprise at the University of Michigan, which offers a dual MBA/MS program focusing on sustainable

business. In graduate school, he worked on his master’s project with Aveda to assess the global warming impact of their product distribution system. Using life cycle assessment, Nathan’s team made several recommendations implemented by the company.

During this time, Nathan attended the annual Net Impact Conference, and learned about DuPont at a booth there. “I knew I wanted to get into the renewable energy field,” says Nathan. “Because of the program and different business areas in which the company invests, I thought it could be a good fit for me.” He joined the company’s Marketing Leadership Development Program, which allowed him to move through different business units over the course of three years.

On completion of the program, Nathan transferred into Photovoltaics knowing that DuPont was focusing on reducing global dependence on fossil fuels as part of the company’s

overarching commitment to sustainability. “I had a son in the last year,” he explains, “so I’m thinking about the world he’s going to be left with, and feel compelled to make that world a better place by accelerating that transition to a more sustainable energy future.”

PROJECT HIGHLIGHT

Nathan’s early work at DuPont laid much of the groundwork for his current position, providing him with valuable experience and insight. When developing and implementing the North American marketing plan for the DuPont Biosecurity Kit, for example, he was responsible for market segmentation, establishing the route-to-market, and training the sales force. Nathan’s ability to effectively manage stakeholder relationships resulted in near-term revenue of \$1.4 million, and established DuPont as a leader in pandemic preparedness solutions.

NATHAN’S ADVICE

1 *Find a specialized role first. “It’s much easier to go from a business role to a sustainability role than it is to go in the other direction. You can create more career options for yourself. It will also give you more credibility once you take on a sustainability position.”*

2 *Focus on finding something you’re good at that makes you happy. “You want your job to be meaningful – your career will be defined by all the jobs you’ve had. If you’ve been true to your values and pursued what’s made you happy, you’ll look back and say that it’s been a good career.”*

JIM MITCHELL

RESEARCH FELLOW, PACKAGING AND DEVELOPMENT PEPPERIDGE FARM

GRADUATE EDUCATION

M.A. IN SUSTAINABILITY AND ENVIRONMENTAL STUDIES |
HARVARD EXTENSION SCHOOL
(CURRENTLY ENROLLED)

PREVIOUS POSITIONS

DIRECTOR OF PACKAGING DEVELOPMENT
PEPPERIDGE FARM

**GROUP MANAGER
PACKAGING DEVELOPMENT**
CAMPBELL SOUP COMPANY

RESEARCH ASSOCIATE
INTERNATIONAL PAPER

KEY RESPONSIBILITIES

After fourteen years at Pepperidge Farm, Jim moved into his role as Research Fellow of Packaging and Development. He is responsible primarily for identifying and analyzing emerging packaging technologies, and sustainability initiatives. He also focuses on developing breakthrough savings opportunities for the company as they relate to materials and packaging.

HOW HE GOT THERE

Jim describes himself as “bullish on mathematics,” and in fact studied mathematics at the undergraduate level with the intent of becoming a computer programmer. He began his career as a researcher at International Paper, focusing on paper, plastics, and advanced materials.

He then moved to Campbell Soup Company as the Group Manager of Packaging Development. Eight years at Campbell's gave Jim a diversity of experience in food packaging. While there, he touched every area of the business – from frozen foods to soup to chocolates.

In 1996, Jim became the Director for Packaging Development at Pepperidge Farm. He would spend the next 14 years specifying materials for the food products his company sold. Over the years, he became increasingly interested in raising the bar on the company's approach to packaging. "I saw a lot of great technologies," says Jim, "but we had been so immersed in initiatives and projects that we weren't taking advantage of them."

Two years ago, he decided to act. "I knew there were some big opportunities out there for us, so I put a deck together." He pitched this presentation across the company, from sales to operations and, ultimately, to the president of Pepperidge Farm.

Because he had such deep knowledge of the company, and he carefully framed his argument to focus on the breakthrough opportunities facing the organization, he received a lot of support, and was able to carve out a new role for himself

focusing more on materials and technology development.

PROJECT HIGHLIGHT

Like many, Jim is particularly fond of Pepperidge Farm's Goldfish snacks. He describes how his team reduced the size of the carton, saving 400,000 pounds of paper. "It was the first time we did on-package messaging" to educate consumers, he says. He worked with the marketing and creative teams to use Finn, the Goldfish animated character, to teach snacking children about the connection between the product's package and its environmental impacts.

POTENTIAL CHALLENGES

Jim describes the key players required for sustainability as being consumers, retailers, and consumer packaged goods manufacturers.

He says "the single biggest hurdle is the consumer piece." It's not simply a matter of companies redesigning their products—consumer

perception also has to be accounted for. "If you change the packaging to make it more environmentally friendly, how do you convince the consumer that you haven't changed the product?"

But, he continues, it's not just consumers that need convincing. "If I want to sell a smaller package, I also have to convince the marketing department because they're going to want evidence that people will buy it."

“IF YOU CHANGE THE PACKAGING TO MAKE IT MORE ENVIRONMENTALLY FRIENDLY, HOW DO YOU CONVINCING THE CONSUMER YOU HAVEN'T CHANGED THE PRODUCT?”

JIM'S ADVICE

1

"Ask better questions," he says simply. Companies that spend more time worrying about which certification standard to use than they do focusing on the underlying point of certification, are asking the wrong questions. In the end, "critical thinking skills are really important."

2

Cultivate specific areas of expertise that will support the work you're trying to do. He found it extremely useful "to know about the materials I specified for food products," for example, and points to the classes he took on life cycle assessment that taught him about toxicity levels and how they're derived. "That process for thinking and solving problems" is critical to understanding the environmental impacts of business operations, he says.

DIANA SIMMONS

SENIOR MANAGER, NEW PRODUCT COMMERCIALIZATION CLIF BAR & COMPANY

GRADUATE EDUCATION

MBA | STANFORD UNIVERSITY
GRADUATE SCHOOL OF
BUSINESS

PREVIOUS POSITIONS

BUSINESS DEVELOPMENT MANAGER
CLIF BAR & COMPANY

SUSTAINABILITY MANAGER
CLIF BAR & COMPANY

BRAND MANAGER
CLIF BAR & COMPANY

**CONSULTANT — SOCIAL
PROFIT NETWORK**
MCDONOUGH BRAUNGART DESIGN
CHEMISTRY, ENVIRONMENTAL
HEALTH & ENGINEERING

KEY RESPONSIBILITIES

Diana is responsible for the new product development process. “I’m not a food scientist, nor am I a supply chain expert,” she says. Rather, she leads cross-functional product development teams across all of the company’s brands. Clif Bar & Company has adopted five bottom lines that drive the company’s strategy: business, brand, people, community, and the environment. All of those “are addressed when making a decision or developing a new product...I basically work to shepherd the process along.”

HOW SHE GOT THERE

Diana started her career in environmental policy and program consulting for nonprofit and government agencies. Although she was passionate about the environmental cause, she felt limited as a consultant. “I like things a bit more tangible,” she says. “I wanted to implement, not just advise.”

Motivated by a strong belief that “business is a powerful tool for change,” she decided to pursue an MBA at Stanford. “I wanted to figure out how to use that power for good.” In her first year, she was inspired by a case study on eco-design firm McDonough

Braungart Design Chemistry (MBDC). She contacted the professor responsible for the case study, who made an introduction between Diana and one of the firm’s principles, Bill McDonough. When she learned MBDC would be willing to place her as an intern, she secured partial funding from Stanford to make it happen. “I’ve never found a job through a job posting,” she says. “I’ve always found the people or company.”

This proactive approach served her well after graduation. “Out of business school,” she explains, “I wanted to work for a values-based, multiple bottom line company. I very specifically sought out a business role — I wanted to make sure I knew the business first.” Her search led her to Clif Bar, a leading maker of organic foods for sport and healthy snacking, where she started as brand manager.

Diana was asked to run the sustainability team in 2006. Several years later, when sustainability efforts became integrated across the supply chain, operations, and procurement,

she was promoted to her current position as Senior Manager of New Product Commercialization.

“One of my strengths is organizing cross-functional teams and managing multi-disciplinary projects. I did that with the sustainability team and was able to apply those same skills to do that for all of our brands. I also think my entrepreneurship focus in business school prepared me well for being able to turn challenges into opportunities. Having problem-solving skills and a view of a number of disciplines like marketing, finance, and accounting, was incredibly helpful.”

PROJECT HIGHLIGHT

One of the projects Diana is most proud of is Clif Bar’s Ecosystem Assessment. Launched in 2006, it was the first time the company looked deeply into its supply chain and prioritized its sustainability efforts to determine where its impact was greatest. As it turned out, one of the more significant impacts was in the

growing of many of the company’s ingredients. As a result, Clif Bar remained committed to organic farming (the company purchased 32 million pounds of organic ingredients in 2009), and has established deeper relationships with its farmers.

POTENTIAL CHALLENGES

Although Diana’s current company has integrated sustainability throughout the organization, companies still grappling with how to do so may have a less supportive culture. “When sustainability wasn’t cool yet, I saw a lot of sustainability professionals somewhat marginalized,” says

Diana. “They were seen as the treehugger, not as the business person, and they struggled to get consensus around their initiatives.”

But Diana warns that when companies do manage to internalize such a commitment, they may still face external challenges: “There’s so much noise in the marketplace. It’s really crowded. The accusations of green washing are valid – there’s increasing confusion for consumers who now have to discern the true impact [of the products they buy].”

Breaking through this confusion effectively can be tricky, but it can be done.

DIANA’S ADVICE

1 *It’s important to see the opportunities where others might see roadblocks. “There are situations where something has never been done before, or you run up against ‘we can’t do this, it’s too costly.’ Working in sustainability means coming up with new and innovative ideas.”*

KIRSTEN OLSEN CAHILL

PRODUCT MARKETING MANAGER GOOGLE.ORG

GRADUATE EDUCATION

MBA | STANFORD UNIVERSITY
GRADUATE SCHOOL OF
BUSINESS

PREVIOUS POSITIONS

PROGRAM MANAGER
GOOGLE.ORG

**MBA SUMMER INTERN,
CORPORATE SOCIAL
& ENVIRONMENTAL
RESPONSIBILITY GROUP**
HEWLETT-PACKARD

SENIOR ASSOCIATE
BUSINESS FOR SOCIAL
RESPONSIBILITY

MEMBERSHIP DIRECTOR
NET IMPACT

KEY RESPONSIBILITIES

Kirsten is a member of the Google.org team, which works to leverage Google's strengths in information and technology to build products and advocate for policies that address global challenges. Working with cross-functional teams in Google.org's fairly untraditional hierarchy, Kirsten is responsible for managing product marketing for some of the organization's key products, such as Google for Nonprofits and Google PowerMeter.

HOW SHE GOT THERE

Inspired by an interest in making the world a better place, Kirsten spent her college years interning at the White House and working at a philanthropic foundation during the summer. But, she says, "I saw the greatest chance of creating change in the private sector, so I started looking for ways to use business for good. I thought BSR was the perfect example of this." After two years in consulting positions, Kirsten took a position at BSR, splitting her time between Membership Director of Net Impact (which was initially a project of BSR), and Senior Associate at BSR.

“Net Impact was exactly the inspiration I needed for the rest of my career,” she says. “Through BSR and Net Impact, I was exposed to so many great role models and changemakers in large companies.” Inspired by these experiences, she enrolled in the Stanford University Graduate School of Business.

At Stanford, Kirsten was pleasantly surprised by how often corporate citizenship issues were raised in the classroom. The nature of those discussions was very different than what she’d been exposed to previously. In the late ‘90s, she says, “it was about compliance and how to prevent corporations

from committing egregious offenses.” Beginning with her time in graduate school, however, the conversation shifted to how citizenship initiatives can actually benefit a company’s bottom line.

Looking at CSR as a way to make “a massive impact” with her work was a turning point for Kirsten. “When I set off on my job search, I looked for positions that were within an innovative company working on the causes I care about.” When a recruiter reached out to her and explained that Google was creating a new entity that would take an innovative approach to corporate

philanthropy, she jumped on board as a contractor and eventually moved into her current position.

PROJECT HIGHLIGHT

One of Kirsten’s major projects was launching Google PowerMeter, a free energy-monitoring tool that allows users to view their home’s energy consumption from anywhere online. “I started working on it right from the conceptual stages,” she says, “thinking about how we could apply what Google does well, which is organizing information and making it more accessible to

engage people on how they buy and use electricity.”

It was a challenging project that required heavy interface with Google’s engineers, as well as a lot of executive buy-in. “From a personal perspective, it challenged me to grow. We were working in a complicated space and trying to change people’s behavior with new technology. It was very rewarding.”

POTENTIAL CHALLENGES

Kirsten warns “there are still challenges to overcome in terms of CSR not feeling like a corporate priority in some cases.” The solution, she says, is to “show how closely aligned it is to the business case.” She points to Google as an example of a company that’s avoided this problem. “At Google, we leverage our products and engineering talent to address global challenges.” Justifying a CSR framework is made easier when you’re using the organization’s strengths to create value internally and externally.

KIRSTEN’S ADVICE

1 Find ways to integrate CSR thinking into what you already do. “It might be easier to think about how to create social change if you have a CSR title, but anyone can have an impact.”

2 Be open to learning new content areas. “I didn’t know much about electric vehicles before I became the project manager for our RechargeIT initiative. But it has led to amazing opportunities.”

3 Focus on building and cultivating your network. “The CSR community is filled with interesting, creative, and intelligent people. Tapping into this network and really appreciating it is critical to doing well.”

BILL KOEFOED

GENERAL MANAGER, INVESTOR RELATIONS MICROSOFT CORPORATION

GRADUATE EDUCATION

MBA | WALTER A. HAAS SCHOOL OF BUSINESS, UNIVERSITY OF CALIFORNIA AT BERKELEY

PREVIOUS POSITIONS

**GENERAL MANAGER,
IT, FINANCE & STRATEGY**
MICROSOFT CORPORATION

**SENIOR DIRECTOR,
STRATEGY & PLANNING**
HEWLETT-PACKARD

MANAGING DIRECTOR
PRICEWATERHOUSECOOPERS
CONSULTING

MANAGER
ARTHUR ANDERSON

KEY RESPONSIBILITIES

As the General Manager for Investor Relations at Microsoft, Bill Koefoed's primary responsibility is to interact with the investment community, which includes Wall Street's financial analysts (the investment banks), institutional investors, and in some cases, the financial media. He is also responsible for Microsoft's shareholder services, which includes the proxy process, annual report, and administration of shareholder meetings. In other words, much of Bill's work focuses on communicating Microsoft's financial position and business strategy to various audiences.

HOW HE GOT THERE

Bill earned his undergraduate degree in accounting and finance, and started his career as a manager for Arthur Anderson. After spending six years in public accounting, he decided to pursue an MBA in business strategy, enrolling at the Haas School of Business at UC Berkeley.

"I joined PricewaterhouseCoopers Consulting (PwC) after receiving my MBA," he says, "spending most of my time on reengineering and consulting." The next eight years with PwC were extremely valuable to Bill, giving him hands-on strategy experience he would use throughout his

career. “Obviously, you learn strategy through an MBA or other educational program, but learning also happens through having different real-world experiences.”

When PwC was sold in 2002, Bill took a job with Hewlett-Packard (HP) as Senior Director of Strategy and Planning. At HP, he worked on the Dell competitive strategy and then moved to Microsoft to work on sales and marketing tools, as well as processes capabilities. His department was soon reorganized under the IT department, and he was promoted to General Manager of IT, Finance, and Strategy.

When his current position opened up at Microsoft, Bill jumped at the chance to apply. “It’s not a role that comes open that often at any given company,” he explains. His deep background in strategy and finance – along with a natural disposition that lent itself to communications – made him a

shoe-in. “The general consensus around the company was that this was the perfect job for me.”

As General Manager of Investor Relations, Bill spends a fair amount of time addressing Microsoft’s corporate citizenship and environmental initiatives.

“Many investors are concerned about corporate citizenship and social responsibility: what’s the footprint of the companies they invest in? Are these companies being good corporate citizens or not? We’re seeing an increasing flow of dollars into those types of investments.”

Bill meets with biweekly with Dan Bross, Microsoft’s Senior Director of Corporate Citizenship (who also serves on Net Impact’s Board of Directors). “Dan and I work very closely together,” he says. “We review what we’re doing as a company. Where’s the Xbox being manufactured? Are there issues with the companies that are manufacturing it? Are we doing a

good job around waste disposal? Are we being thoughtful about power and power management?”

His department deals with corporate citizenship issues beyond environmental practices, as well. “Governance is a big deal. You know – are executives being compensated based on long-term returns, or are they being compensated based on jacking the stock price up for a quarter or two? Matters regarding compensation are a big part of what we work on, which goes back to my work on the proxy statement. For example, what are we doing financially around attracting employees, and are we incenting long-term behavior that’s in line with shareholder expectations?”

Ultimately, Bill says, corporate citizenship is about “being thoughtful about strategy, and how these issues actually accrue to your strategy.”

“OBVIOUSLY, YOU LEARN STRATEGY THROUGH AN MBA OR OTHER EDUCATIONAL PROGRAM, BUT LEARNING ALSO HAPPENS THROUGH HAVING DIFFERENT REAL-WORLD EXPERIENCES.”

PROJECT HIGHLIGHT

This year, Bill and Dan teamed up to release Microsoft's annual financial report and annual citizenship report simultaneously. "When we released it, they actually publicized on the NASDAQ tower in Times Square that those reports were being released concurrently," says Bill.

He says the decision was made consciously "to talk about how citizenship and investing aren't mutually exclusive." Tying the company's financial performance to its corporate citizenship in this way helps shape the company's brand around the issues, but it also fosters a particular culture internally, as well. "It reinforces the message that this stuff matters," he says.

POTENTIAL CHALLENGES

Because Bill works so directly with public reporting, he gets a lot of media attention. The main challenge, he says, is "keeping

the message out there, reminding people that it's the intention of the company to advance these initiatives and move forward."

The occasional mistake or misstep can sometimes overshadow the positives, and that can be frustrating. Though the press can be an unforgiving critic, the job requires always moving forward and maintaining focus. "The key is reminding people what you do, why you do it, and why it matters."

BILL'S ADVICE

1 "Communication skills are really important," says Bill. Corporate citizenship is becoming an increasing part of investors' agendas, so it's critical to be able to communicate how CSR and sustainability initiatives enhance value from a business perspective.

2 He also emphasizes that to be truly effective you need strong critical thinking skills. "You can't have a strategy that's just a combination of whatever everybody else thinks. That's the definition of failure, in my opinion." You have to be comfortable defining your own approach, he says, and standing by that.

3 It's important to take responsibility for both the wins and the losses. Doing so builds credibility among colleagues and the public. "If you made an honest error, you have to say 'Hey, we screwed up and we're going to fix it.'"

“ YOU CAN'T HAVE A STRATEGY THAT'S JUST
A COMBINATION OF WHAT EVERYBODY ELSE
THINKS. THAT'S THE DEFINITION OF FAILURE. ”

NADYA KOZYREVA-WHITE

SENIOR FINANCIAL ANALYST INTEL

GRADUATE EDUCATION

MBA | RED MCCOMBS SCHOOL OF BUSINESS, UNIVERSITY OF TEXAS AT AUSTIN

MBS IN BUSINESS | UNIVERSITY OF KENT (CANTERBURY)

PREVIOUS POSITIONS

BUSINESS ANALYST
EXXONMOBIL

SENIOR ECONOMIC ANALYST
USAID

HOST FAMILY COORDINATOR
PEACE CORPS

KEY RESPONSIBILITIES

Nadya Kozyreva-White provides business and financial support to the Global Public Policy group, a team of over 70 people at Intel focusing on how the company engages with public policy around the world. “I provide budget and planning expertise to this group,” explains Nadya, “as well as project-related work that involves either research or financial analysis for impact assessment.” This could include anything from analyzing the financial impacts of new EPA regulations on Intel’s U.S. manufacturing facilities to tracking UN principles for responsible investment criteria and sustainable portfolio investment indices.

HOW SHE GOT HERE

Born and raised in Kazakhstan, Nadya has always been conscious of what can happen when long-term environmental and social priorities take a backseat to short-term thinking. Her birth country is home to the Aral Sea, once one of the largest lakes on the planet but now drained to 10% of its size, uninhabitable to marine life, and considered one of the worst natural disasters caused by man. “We had so many stakeholders involved,” Nadya says of her frustration with the Aral Sea’s prolonged destruction, “and none of those stakeholders wanted to be held accountable for this disaster.”

With the Aral Sea's slow demise as backdrop, Nadya earned an economics degree at the state university of Kazakhstan. Over the next several years, she would work in the public sector for the Peace Corps and USAID, earn a full scholarship to an MBS program in the U.K., get married, and relocate to Texas (her husband's birthplace).

In Texas, she was offered a job as a business analyst at ExxonMobil, providing financial and market analysis of the company's Kazakhstan operations. "I could apply newly learned skills," she says, "and stay connected to my country, culture, and people." The opportunity also afforded her the ability to transition to the private sector. "Coming from an ex-communist society, I was eager to learn the market economy and its players." The more she learned, the more she wanted to find a way to balance her responsibility to shareholders with environmental and social responsibility.

"Being a finance person, accountability to the shareholders

“AS A FINANCE PERSON, I TRY TO FIND THE RIGHT BALANCE BETWEEN MY ACCOUNTABILITY TO SHAREHOLDERS FOR CREATING VALUE, AND MAKING SURE THAT VALUE IS LONG TERM— AND NOT DESTROYING THE ARAL SEAS OF THE WORLD.”

for creating value needs to be weighed against making sure that value is long term — and not destroying the Aral Seas of the world.”

After earning an MBA from the University of Texas at Austin, she felt ready to embrace this challenge. She was offered several positions through on-campus recruiting, and chose Intel because of “the flexibility

that is given to the company's employees. You are definitely free to follow your passions if you choose to do so, and usually the opportunities are created to support that, especially in finance — analysts are encouraged to look at expanding their area of expertise.”

PROJECT HIGHLIGHT

This environment led Nadya to one of her most challenging projects to date. In 2009, Intel convened a company-wide corporate responsibility and eco-stakeholder forum, bringing together employees from different internal groups to facilitate the exchange of information and best practices.

During that process, a colleague expressed interest in trying to create a valuation framework for environmental, social, and governance (ESG) factors — and as the finance representative, Nadya jumped at the chance to make such a framework part of the traditional quantitative analysis that goes into Intel's projects.

“We started with high-level conversations about how to incorporate corporate citizenship and sustainability practices with business strategy and daily decisions, and then developed a framework that articulates business value from various sustainable and social projects. Since our initial goal was to incorporate those factors into the decision-making process, we created a number of tools that help business groups assess a relative value of projects to prioritize their investments.”

Those tools included a general set of guiding questions for some teams, and more specific numbers-driven frameworks for others. Her work on a comprehensive framework to value the business impact of sustainable projects will continue over the coming year in collaboration with her finance colleagues, as well as human resources, marketing, product development, manufacturing and other groups.

POTENTIAL CHALLENGES

The biggest obstacle Nadya encounters when trying to apply financial frameworks to social and environmental issues is that “both the business and social value of such projects are very much company-specific, and depend on the risk, manufacturing, and product profiles of each company. This is one of the reasons, in my opinion, that no standard methodology for valuation has been developed that can be widely adopted by all for-profit corporations.”

Another challenge financial professionals may face is the prioritization of different types of corporate citizenship projects. “What you see right now is a difficulty in pushing the projects that focus primarily on social value. It is much easier to advocate for projects that create measurable savings — whether it’s in energy, or water, or so forth — but not necessarily for projects that create longer-lasting social value.”

NADYA’S ADVICE

- 1 *“Looking outside of your immediate area of expertise is also important,” says Nadya. “My primary responsibility as a finance person is to protect shareholder value. But to do that, I have to stay abreast of developments in the market. The value that finance professionals bring is in having this broader understanding of investment principles, research and benchmarking, and an independent approach to investment decisions. We can put an increased focus on, for example, socially responsible investors and the growing size of those investments and funds.”*
- 2 *When it comes to convincing others to act on your analyses, she continues, “you have to do your homework. You can’t build an argument on just opinion. You have to bring some facts into the picture; that counts — a lot — in decisions. You also have to put some passion and conviction into what you think is important, and why you think it’s important.”*
- 3 *Finally, Nadya advises professionals working in this space to be patient. “There’s a learning curve, and you have to build your reputation brick by brick. And if it takes a lot of bricks to show financially positive projects based on energy savings and so forth, that’s fantastic. That’s what the for-profit corporations are looking for. And then you can do additional research and build on that. Don’t let the challenges stop you — just keep going.”*

“EVERY COMPANY, IT SEEMS, HAS TO GO THROUGH THE PROCESS OF IDENTIFYING THE BEST AND MOST VALUE-ADDED APPROACH FOR EFFECTIVELY DEVELOPING ITS SUSTAINABILITY AND CORPORATE CITIZENSHIP STRATEGY. THIS CREATES A GREAT OPPORTUNITY FOR NEW MBAS TO MAKE A LONG-LASTING IMPACT.”

ANN CONDON

DIRECTOR & COUNSEL, EHS PROGRAMS, EMEA GENERAL ELECTRIC

GRADUATE EDUCATION

JD | NATIONAL LAW CENTER,
GEORGE WASHINGTON
UNIVERSITY

PREVIOUS POSITIONS

FINANCIAL SYSTEMS
GENERAL ELECTRIC

POWER SYSTEMS & APPLIANCES
GENERAL ELECTRIC

KEY RESPONSIBILITIES

As Director of General Electric's Environment, Health, and Safety (EHS) programs in Europe, the Middle East, and Africa, Ann works with the company's many businesses on their compliance programs and management systems. She also provides legal advice on the EHS aspects of GE's business transactions, and works on policy and government relations issues of concern to the company. Teamed with GE's sourcing organization, she developed and is instrumental in the execution of GE's approach to compliance by its suppliers.

HOW SHE GOT THERE

With a law degree and several years of legal experience under her belt, Ann joined GE's Corporate Environmental Programs (CEP) more than twenty years ago. She didn't have deep expertise in environmental issues at the time, but the GE EHS team "wanted a lawyer with experience doing deal work," and she spent several years learning the environmental side while on the job. She quickly noticed the discussion around globalization and environmental issues was getting increased public attention, and in 1989, Ann took on the

ambitious task of globalizing GE's EHS program.

In the late 1990s, General Electric started looking at its supply chain with the intention of developing an ethical auditing program. Ann was responsible for developing a code of conduct, and now leads an ethical assessment program that reviews about 2,500 supply chain partners annually, primarily in developing countries.

Now Ann works with a small local team and a larger virtual one. It's a diverse group, she says, that includes not only lawyers but also engineers and others working on the supplier guidelines program. To manage such a team requires a strong ability to influence people, and negotiate diplomatically even when people may not all be on the same page or even in the same physical place.

PROJECT HIGHLIGHT

"The big task I took on in 1989 was globalizing the EHS program," says Ann. General Electric

had reorganized and assigned responsibilities outside of the U.S., and it took a solid 3-4 years to fully globalize the existing facilities with an initial focus on local law compliance.

But Ann points out that minimal compliance was not the end of the story — the company worked hard to establish itself as a world-class leader in EHS issues.

"It's a slower process," she says of the often complex world of corporate legal affairs. Patience is critical, and so is the ability to remain focused over the long-term, even as you adapt to industry changes.

POTENTIAL CHALLENGES

One of the biggest challenges Ann describes is the amount of time and effort it takes to mobilize a global supply chain. With thousands of potential partners that each need attention, and with each having specific compliance realities and constraints, it takes persistence

and consistency to bring everyone up to speed. "It's a slow process...and a very big effort" she says. Being prepared for that reality is critical to avoid burnout.

In addition to the sheer breadth of many corporate citizenship initiatives, Ann raises another issue worth considering. Many CSR professionals have deep expertise

in their field, and are intimately familiar with the issues at hand.

But the teams and individuals they work with often don't share this depth of knowledge, and may require a lot more handholding and coaching than one might anticipate. "What seems obvious to me," she says, "isn't necessarily obvious to others."

ANN'S ADVICE

1 *Make sure you know your stuff when trying to make the case for corporate citizenship. "My personal view is that anyone who wants a career in a leadership position needs to have technical expertise. In my case, I'm a very experienced environmental attorney. When I talk to people, I have a lot of credibility, because I have a good understanding of the business."*

2 *Be willing to take risks for what you believe in. "You have to have your eye on the ball, be willing to take chances, and step onto a track that seems a little weird to others," she says. Having that kind of passion and dedication is very empowering — and very persuasive — in the face of opposition or apathy.*

JOE REGANATO

CORPORATE COMMUNICATIONS MANAGER MITSUBISHI INTERNATIONAL CORP.

GRADUATE EDUCATION

MBA | WALLACE E. CARROLL
GRADUATE SCHOOL OF
MANAGEMENT, BOSTON
COLLEGE

MA IN PASTORAL MINISTRY |
SCHOOL OF THEOLOGY AND
MINISTRY, BOSTON COLLEGE

PREVIOUS POSITIONS

RESEARCH INTERN
BOSTON COLLEGE CENTER FOR
CORPORATE CITIZENSHIP

**YOSHIYAMA BUSINESS IN
SOCIETY FELLOW**
THE HITACHI FOUNDATION

CAMPUS MINISTER
CENTRAL CATHOLIC HIGH SCHOOL

KEY RESPONSIBILITIES

As Corporate Communications Manager at Mitsubishi International, a wholly-owned subsidiary of Mitsubishi Corporation, Joe is responsible for internal and external communications including media relations, newsletters, and speechwriting. About a third of his time is spent as Program Officer for the Mitsubishi Corporation Foundation for the Americas, where he manages the company's philanthropic efforts.

HOW HE GOT THERE

Joe began his career very much off the traditional corporate path. After earning a bachelor's degree in theology with a concentration in faith, peace, and justice, Joe went to work in campus ministry. "I wanted to get into issues that impacted people on a deeper level," he says of his decision to pursue a master's in pastoral ministry at the time. Thinking an MBA might help him apply the social justice issues he was grappling with through theology to a larger view, he started exploring dual degrees. "Business was a foreign world for me because I was a liberal arts

“**TO GAIN TRUST AND CREDIBILITY WITH THE BUSINESS UNITS, YOU NEED TO DEMONSTRATE THAT YOU UNDERSTAND WHAT IS HAPPENING IN THE BUSINESS AND HOW YOUR WORK IS APPLICABLE.**”

guy who studied English and theology.”

Despite this initial hesitation, he discovered that much of what he was already doing in his job was very related to this new direction: “I realized I was building programs, using marketing, building a budget, using business skills.” During his first year in the MBA program, Joe learned about the Boston College Center for

Corporate Citizenship (BCCCC) and immediately volunteered.

That summer, he found an internship with the Hitachi Foundation through the Net Impact job board. “Hitachi is a very CSR-minded foundation,” says Joe. “They are one of the only Japanese corporate foundations with independent board members — it was a great introduction to CSR. I got involved in pretty progressive projects aimed at advancing the career opportunities for low-wealth Americans.”

When he returned to graduate school for his second year, he began working to develop a stronger relationship between the BCCCC and the business school and was soon offered an internship at the Center. The relationships he would develop at the BCCCC would serve him well. “A colleague there knew I was looking for a job. He was moderating a panel at the Asia Business Conference, and my current boss was speaking on the panel. She mentioned there

was an opening.” Joe’s experience highlights the importance of developing a network of connections that you can turn to as you move through your career.

POTENTIAL CHALLENGES

Joe is quick to point out that it can take a lot of work to change organizational attitudes toward corporate citizenship. At some companies, the issue is seen in terms of philanthropy only, for example, rather than a cross-functional framework.

To break through these boundaries, Joe says, you need to be able to engage on a tactical level. When he meets with a business unit manager, he makes sure he does his homework in advance to understand what challenges are impacting that person’s business. “To gain trust and credibility with the business units, you need to demonstrate that you understand what is happening in the business and how your work is applicable.”

JOE’S ADVICE

- 1 *Be proactive in business school. “Find the professors that care about corporate responsibility,” recommends Joe. He had some very influential professors but, he says, he deliberately sought them out.*
- 2 *Take classes especially in areas where you’re weak. “One of my most helpful courses was a financial statement analysis class, because it gave me a way of communicating with business units that other communications professionals do not typically have.”*
- 3 *Credibility is critical. “You need to prove you understand the business and be prepared to defend the business case.”*

COLEMAN BIGELOW

GLOBAL SUSTAINABILITY MARKETING DIRECTOR JOHNSON & JOHNSON

GRADUATE EDUCATION

MBA | DARDEN GRADUATE
SCHOOL OF BUSINESS
ADMINISTRATION, UNIVERSITY
OF VIRGINIA

PREVIOUS POSITIONS

**PRODUCT DIRECTOR,
SUSTAINABLE BRAND MARKETING**
JOHNSON & JOHNSON

ASSOCIATE PRODUCT DIRECTOR
JOHNSON & JOHNSON

ASSOCIATE PRODUCT MANAGER
PFIZER, INC.

SALES REPRESENTATIVE
ELECTRONIC ARTS

KEY RESPONSIBILITIES

Coleman leads Johnson & Johnson's green marketing initiatives across three industry sectors: medical devices, pharmaceuticals, and consumer products. His work includes stewardship of an enterprise-wide green marketing council, driving employee engagement around topics of sustainability, and supporting individual brand teams as they pursue greener products and communication. He describes his role as an internal consultant working across the enterprise to figure out how to advance green marketing approaches and share best practices.

HOW HE GOT THERE

Coleman began his career in advertising and sales for various high-tech companies. "I've always been focused on positioning and branding," he says, "and went back to school with the express purpose of getting into brand management. I wasn't convinced that a full career in sustainability was possible."

While in school, he encountered several professors who would influence his career approach, eventually convincing him that, with the right experience, a more dedicated corporate citizenship role might be a viable option.

Between his first and second year at Darden, he interned with Pfizer, Inc. and accepted a full-time position as Associate Product Manager after graduation. From there, he moved to Johnson & Johnson where he led integrating marketing efforts for cross-company initiatives.

Coleman wanted to become more involved in sustainability at the company, and built a profile on an internal job board. He knew he had to do more by studying annual sustainability reports and demonstrating ways in which his skill set could be leveraged beyond traditional marketing.

When a new position opened up in sustainable brand marketing in the Environment, Health & Safety group, he received an alert, but says “I still had to network for the job internally, because I didn’t know any of the players.”

PROJECT HIGHLIGHT

Coleman particularly enjoys those projects that have a clear

impact. He points to an ongoing program called EARTHWARDS™, a continuous brand improvement process that supports the development of more sustainable products and helps brand teams better understand their environmental impacts.

This includes identifying areas where the product’s footprint can be reduced, which in turn helps deliver more credible products to the marketplace. To date, ten products have been designated through the EARTHWARDS™ process.

POTENTIAL CHALLENGES

Coleman warns that new roles within established companies can sometimes seem like the wild, wild west. “Most of the tools we have to create from scratch,” and that’s even more true when budgets are tight.

That requires deep insight into organizational needs and barriers, as well as potential solutions.

“ **SOMETIMES STUDENTS BELIEVE THERE’S ONLY ONE TYPE OF SKILL SET REQUIRED FOR WORK IN SUSTAINABILITY BUT IN REALITY, PEOPLE ARE COMING FROM A VARIETY OF BACKGROUNDS AND EXPERIENCES.** ”

COLEMAN’S ADVICE

- 1 *Build a functional capability, such as a technical specialty or communications expertise. Learn some of the industry certifications and standards like ISO or LEED.*
- 2 *No matter what your role is, it’s worth spending time studying consumer insights and psychology. Any role in sustainability requires being a change agent, so it’s valuable to know how to drive behavior change.*

MIKE ISAAC

AVP, DIRECTOR OF GLOBAL MARKETING, SOUTHERN COMFORT BROWN-FORMAN CORP.

GRADUATE EDUCATION

MBA | THE WHARTON SCHOOL,
UNIVERSITY OF PENNSYLVANIA

PREVIOUS POSITIONS

**GLOBAL MARKETING MANAGER,
JACK DANIEL'S, EUROPE/AFRICA**
BROWN-FORMAN CORP.

**ASSOCIATE GLOBAL MARKETING
MANAGER, JACK DANIEL'S**
BROWN-FORMAN CORP.

**ASSISTANT MARKETING
INSIGHTS MANAGER**
BROWN-FORMAN CORP.

PRODUCT ENGINEER
PHILIPS ORAL HEALTHCARE

KEY RESPONSIBILITIES

As Assistant Vice President, and Director of Global Marketing for Southern Comfort, Mike Isaac focuses largely on global brand positioning, creative development (including visual identity, or the look and feel of the brand), advertising, online presence, and new product development.

HOW HE GOT THERE

Mike's undergraduate studies focused on engineering, product design, and manufacturing design. "I was always a hands-on kid," he says. "I loved building with Lego toys, and doing more creative, artistic pursuits." He took on a position at Philips Oral Healthcare after graduation, as a product engineer for the Sonicare electric toothbrush. After five years at Philips honing his product development and design skills, he decided to pursue an MBA.

While at the Wharton School, Mike learned about an opening at Brown-Forman as Assistant Marketing Insights Manager on the school's job board.

"The marketing insights group is a good path for new MBAs, since the consumer is at the heart of everything we do," says Mike. "It really offers a solid grounding in research practices, and how we talk to and think about our customers."

During his first year at Brown-Forman, Mike took advantage of the corporate mentoring program, where he met his future boss on the Jack Daniel's global brand team. "When I first started at the company," Mike says, "I thought I'd be there for a year and then return home to Seattle."

Instead, he was promoted to Associate Global Marketing Manager for Jack Daniel's, and later relocated to London to focus on the brand's business in Europe and Africa.

"The opportunities have afforded me the chance to work across the globe," he explains of his decision to stay with Brown-Forman. "On a daily basis, I get to work with colleagues around the world. It's truly been a broadening and eye-opening experience."

After two years in London, Mike accepted his current position which, he says, "has further allowed me to bring my creative sensibility to a global brand, and leverage creative to get a business result. My logical, left-brained, technical side matches up with a right-brained creative side, which results in a more holistic multi-disciplinary approach."

PROJECT HIGHLIGHT

Mike recalls designing a gift package two years ago for one of Brown-Forman's bottles as an example of how sustainability can be integrated into the marketing and brand management side of the business.

"My design brief said to create a premium-looking carton," says Mike. "I was very proud of this great package. Then Rob Kaplan (Brown-Forman's Manager of Corporate Responsibility, also profiled) walked into my office and said 'You know, this is terrible from an environmental perspective.' We used metalized paperboard and heavy varnishes, which looked great and had a lot of shelf impact but couldn't be recycled."

Inspired by Rob, Mike was determined to improve the environmental footprint of the company's gift packaging going forward. His team modified their design approach to accommodate paper stocks that could be recycled.

"That was a nice first step," reflects Mike. "But we've now been able to move from being recyclable to being produced from 100% recycled paperboard—and full credit goes

“IT’S JUST NOT POSSIBLE TO DO EVERYTHING ON YOUR OWN. YOU HAVE TO RELY ON OTHERS, TO CONVINCE THEM TO WORK WITH YOU AND FOLLOW YOUR VISION.”

to my team, Purchasing, and our Engineering group.”

While Mike was prepared to argue the case for a potential cost increase to make this change, as it turned out doing so allowed the company to actually save money during production.

POTENTIAL CHALLENGES

As the gift packaging project demonstrates, communication and getting teams aligned is more complicated than it might seem. “Each participant in the value chain evaluates the project through their own lens,” Mike says. “Marketing is focused on consumers, Production is focused on quality and throughput, Purchasing on reliable supply and cost, and so on. A successful effort in part depends on your ability to speak to the needs of each of these internal groups.”

His team, for example, was initially focused on using the product package to appeal to the consumer visually. Because of

that, their initial design seemed to make perfect sense.

But the visually appealing design came with a larger environmental footprint. Simply swapping materials might seem like an obvious solution but that, too, posed challenges. “We have to validate that packaging will perform from a structural point of view,” explains Mike. “We have performance tests, such as simulating the effects of transportation to see if it can withstand pressure.” A pretty package, after all, still has to withstand shipping and handling.

“It took a lot of team effort within our organization to work with the supplier to get something to work technically. And it took all of us, with a shared vision, to bring sustainability into the course of everyday business processes.” In this way, explains Mike, “sustainability isn’t an end game but a way of working. It’s not something you ever finish – it’s always ongoing.”

MIKE’S ADVICE

1

“You have to balance sustainability with the need to sell a product.” He recommends looking for ways to integrate sustainability into normal operational processes to do this effectively. From the design side, he says, “We will continue to have successes in our brands the more we are able to fold it into our overall process.”

2

“It’s just not possible to do everything on your own,” he continues. “So you have to rely on others, either who work for you or who you have no authority over, to convince them to work with you and follow your vision.”

3

“We are seeing a big change in purchasing behavior. People are asking more of brands, and are considering their brand purchases more than they ever have. When you’re trying to deliver value to a brand consumer, it’s a very dynamic conversation. Marketers have to be flexible with how they think about their plans, and respond to opportunities.”

4. THE CAREER SEARCH



3. THE CAREER SEARCH

NOW THAT OUR featured professionals have provided us with a deeper understanding of the realities of corporate citizenship work, you may feel ready to dive into the job search head first. Successful careers, however, are almost always built on perseverance and planning. And successful careers in corporate citizenship require a unique approach, in large part because of the still evolving nature of the work and how differently it may be integrated from company to company.

Both graduating students and professionals looking to change career directions should get comfortable with the reality that this is not your routine job search. That doesn't mean, however, that it needs to be particularly complicated or difficult. The following pages provide a framework for articulating a plan in the pursuit of work that impacts the world.

Step 1: Plan Your Approach

While there is a measurable shift among both students and professionals looking to better integrate their values into their career, the number of dedicated roles in corporate citizenship may still be limited. Luckily, as many of our featured professionals have shared, it's entirely possible to do such work from within a more traditional job function — and some may actually prefer this approach. It's worth spending time, therefore, thinking strategically about which approach makes the most sense for you.

Doing so requires looking at two particular issues:

- Your own personality, experience, and interests
- The approach to corporate citizenship within a given company

The following questions are designed to get you thinking about these issues.

Identifying Your Natural Strengths

Assuming your goal is to identify additional opportunities beyond a position specifically dedicated to corporate citizenship, then it becomes critical to figure out how to best apply your capabilities and your interests. Katie Kross, author of *Profession and Purpose: A Resource Guide for MBA Careers in Sustainability*, advises readers to start with their own personal preferences first. "Identify which functional discipline most interests you," she says, "and then determine how sustainability might apply." This can be easy if you have experience or interest in a particular field or area of study.

“**FIGURE OUT WHAT YOUR STRENGTHS ARE FIRST, AND LOOK FOR OPPORTUNITIES TO DO WHAT YOU DO WELL.**”

~ Leilani Latimer
Sabre Holdings

3. THE CAREER SEARCH

But even if you're not sure what functional department might best suit you, a thorough look at your skills and competencies can lead you in the appropriate direction. Do you love numbers and analysis, for example, or are you particularly drawn to team management and consensus building?

"The ability to know what you're good at and not good at," says Mike Isaac of Brown-Forman, "is something you can cultivate." Those who take the time to do so will find it much easier to identify the most appropriate direction.

Applying Transferable Experiences

Although many of our featured professionals who work in a dedicated citizenship role moved there from another position within the same company, this approach isn't the only option available to you. Rob Kaplan, who works with Mike Isaac at Brown-Forman, got a toehold in the private sector by leveraging the communication

skills he developed earlier in his career while still in public policy. Bill Koefoed used his public accounting background as a launching pad for his current work managing investor relations at Microsoft, where he helps communicate the company's corporate accountability and responsibility efforts to shareholders and media.

In other words, look first at what you've accomplished in other areas and determine how this can be applied to corporate citizenship work. Let this discovery process lead you to appropriate roles where you can effectively apply these earlier experiences.

Aligning Yourself with Company Mission

Once you've done some self-reflection, it's time to look more closely at what type of organization you're looking to join. Are you more interested in changing an otherwise conventional business from the inside, or would you be more rewarded by working with a company whose products or services make a specific social or environmental impact?

For some, the process of building a compelling business case for corporate responsibility or sustainability within a conventional business model represents an exciting opportunity that keeps them engaged in their work. These folks, many of whom may exhibit traits like **optimistic commitment** as described in the Center for Corporate Citizenship's [Competency Model](#), are likely to feel rewarded by incremental change within a larger organization.

Others need to feel passionate about the product or service their company delivers, and the impact the organization has on society at large. Diana Simmons, for example, found a way to merge her passion

“THE ABILITY TO KNOW WHAT YOU'RE GOOD AT AND NOT GOOD AT IS SOMETHING YOU CAN CULTIVATE.”

~ Mike Isaac
Brown-Forman Corp.

for health and nutrition with a hands-on role in the product development process at Clif Bar.

Corporate citizenship work, after all, requires fortitude, patience, and perseverance—people who aren't rewarded by their work may find themselves burning out quickly. Ask yourself whether being a champion for corporate citizenship within the company is enough to keep you motivated, or if the nature of your employer's specific product or service is a critical factor.

Step 2: Take Action

With the job market as competitive as it is these days, it's essential to develop a strong foundation of real-world experience that speaks to the particular realities of corporate citizenship work. Our profilees recommend several approaches, having had continued success with them during their own careers.

Step Outside of Your Comfort Zone

Corporate citizenship work isn't for the faint of heart; changing the status quo often requires a willingness to go out on a limb. Furthermore, once you step out on that limb, your credibility relies squarely on being able to demonstrate you know what you're talking about. If you aren't comfortable being challenged in this way, you may find yourself struggling to accomplish what you've set out to do.

So how do you get comfortable with new or unfamiliar situations? Learn to challenge *yourself*. If you're a student, this may mean taking classes in subjects with which you may not be as comfortable. "One of my most helpful courses was a financial statement analysis class," explains Joe Reganato of Mitsubishi International, "because it gave me a way of communicating with business units that other communications professionals do not typically have."

Both students and working professionals, of course, can look for programs, conferences, and other events that offer new learning experiences and opportunities to strengthen their knowledge base.

“ONE OF MY MOST HELPFUL COURSES GAVE ME A WAY OF COMMUNICATING WITH BUSINESS UNITS THAT OTHER PROFESSIONALS DO NOT TYPICALLY HAVE.”

~ Joe Reganato
Mitsubishi International

3. THE CAREER SEARCH

Develop a Network

While MBA students in particular have a surprising degree of access to organizations and individuals, working professionals can find similar resources—if they're willing to put in the effort. Sean Ansett, former Director of Global Partnerships and Social Responsibility at Gap, Inc., encourages those interested in pursuing this type of work to use conferences and events to “get face time, meet people after speeches, and volunteer.” Then ask yourself, “How can I leverage those types of relationships?”

He says that networking and reaching out to others in the field is not only “really critical” to career development, it’s personally rewarding, as well. “People tend to be quite helpful because they want to get others involved—you can get a lot of support.” Rob Kaplan agrees: “I go to conferences—Net Impact is my favorite. It’s always invigorating to see these people; it’s energizing,” he says.

Seek Out the Changemakers

It’s no accident that Rob, Sean, and nearly all of our profilees are able to tap into such energy and support. These seasoned professionals understand how essential it is to actively seek each other out—and their careers are living examples of how such commitment leads to opportunity.

Diana Simmons of Clif Bar is another case in point. “I’ve never found a job through a job posting,” she says. “I’ve always found the people at the company” to help usher her through the door. The story she shares in her profile of landing an internship with Bill McDonough at MBDC clearly illustrates how a proactive approach reaps tangible rewards.

Not content to simply read about sustainability cases in the classroom, she reached out directly to those who inspired her, and then went even further to work alongside them and learn from them. In this way, she says, sustainability thinking provides a constant opportunity to turn a challenge into an advantage.

Gain Hands-on Experience

Diana’s story illustrates yet another key element of pursuing a citizenship-focused career beyond reaching out to individuals and changemakers. In an expanding field where expectations and standards are rapidly shifting, there is often a danger of standing on the sidelines rather than getting actively involved. Net Impact’s own research, in fact, indicates that many of those who most want CSR or sustainability positions may not actually have the hands-on experience needed for such work.

There are numerous ways to acquire this experience, though, whether through school projects, internships, or even pro bono or paid contract

projects. “I got involved in school clubs, took courses, and did projects to bolster my experience,” says Nathan Arbitman, who now works with DuPont developing renewable energy solutions.

Like Nathan, each of the featured professionals in this guide can point to specific projects they took on that helped them gain a better understanding of the many challenges and opportunities inherent in corporate citizenship work. Common activities included case competitions, engagement with a Net Impact chapter or other similar group, and pursuing intrapreneurship opportunities within an existing company.

Depth of experience, not just breadth, is also important, as employers tend to look for leadership roles in the activities you choose. While many find such opportunities through Net Impact’s services—be it our job board, the annual Net Impact Conference, or case competitions—the options are truly limitless.

Step 3: Do Your Due Diligence

While job seekers are encouraged to spend plenty of time reflecting on their own strengths and skills, it’s also important to have a strong sense of the organization you’re looking to work with if you want to have a significant impact. If, like the vast majority of Net Impact’s membership, you’ll be considering an organization’s commitment to corporate citizenship when choosing your next job, then it’s well worth your time to better understand how these values are exhibited organizationally before you accept a position.

The following issues, which can be researched during the job search as well as addressed during the interview process, can help job seekers understand how a potential employer institutionalizes such values.

Get to Know the Company’s Corporate Citizenship Strategy

Are these issues new to the organization? If they are, you might find yourself investing most of your time in building a business case for any change initiatives you wish to implement. For new hires who expect to join a company and immediately begin rolling out life cycle analyses or supply chain overhauls, this can be a bitter pill to swallow.

“You can’t just go in with the green glasses on,” cautions Leilani Latimer. You may, therefore, want to learn a little about how the company is tackling the learning and implementation curve when it comes to sustainability and corporate citizenship. In addition to looking at a potential employer’s website for such information, many companies also partner with organizations like Net Impact to share their citizenship strategies—so be sure your research includes a broad enough approach.

80% OF NET IMPACT MEMBERS SAY THEY LOOK AT A COMPANY’S COMMITMENT TO CORPORATE CITIZENSHIP WHEN CHOOSING A JOB.

3. THE CAREER SEARCH

Look at How Citizenship is Implemented Structurally

Corporate citizenship roles vary significantly depending on a company's understanding of, and commitment to, this relatively new business concern. Some companies, like Timberland, embed stewardship and sustainability into every business decision, from ensuring factory workers are paid fairly to reducing manufacturing waste to encouraging employee volunteerism. For other companies, corporate responsibility and/or sustainability might be treated as a stand-alone department that may or may not coordinate intimately with other areas of the company.

Corporate citizenship opportunities exist in both environments, but those environments will likely appeal to different personalities. At companies where these issues are woven into the fabric of the culture, the challenge is often how to deploy resources most effectively. At companies with

more discrete CSR or sustainability roles, however, the challenge is more often how to make a business case and convince others to support new initiatives across all operational areas of the business.

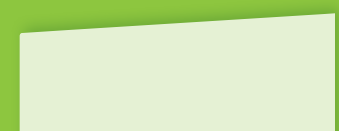
Understand Leadership's Role

Finally, the role of executive leadership is often a common indication of how a company handles corporate citizenship. If a commitment to citizenship is championed from the top, you may find it easier to get organizational buy-in at the lower levels and implement changes in general. Budgets, departmental structure, and other committed resources are a good indication of how seriously a company's leadership really takes citizenship issues. Looking into these details - either through the company's website, or during the interview process, can provide you with valuable insight.



These approaches, grounded in the experience of successful professionals who have used them to build their own careers, is designed to make your job search far more effective, particularly given the dramatic shift in the job market over the last year or two. Taking the time to reflect on your own needs and strengths, and choosing a clear direction from the outset, will allow you to lay the necessary groundwork for what some might consider to be a specialized career focus. Meanwhile, a solid foundation of hands-on experience and a rich network of colleagues to lean on will set you apart as you begin reaching out to companies. Finally, it's critical to do your due diligence when researching potential employers and interviewing so you can make the decision that's right for you.

5. IN CLOSING



THE STORIES, EXPERIENCES, and advice of our featured professionals differ in many ways. Some began their careers knowing they wanted to make an impact on the world around them, while others were drawn to corporate citizenship after years of work.

Some, like Lonnie Yeung, are driven by a desire to feel fulfilled in their careers. Others felt drawn to these issues after personal experiences changed their perception of what it means to do responsible work, as was the case when Nathan Arbitman had his first child, or when Gina Del Vecchio witnessed the corporate reaction to a tragic factory fire.

But even as their motivations, career paths, and workplace responsibilities differ, some things remain consistent. Each and every one of them have

taken responsibility for their career path, and made a deliberate choice to bring their values to work with them every day. Each have actively sought out opportunities to move their company toward sustainability, relying on their own personal strengths and business acumen to do so.

A career in corporate citizenship, they all agree, requires patience, perseverance, collaboration, and communication. But in addition to these broader competencies, it requires keen business insight and an intimate knowledge of one's own organization. Those who bring these qualities together will be far more effective, whether working in a dedicated citizenship role or integrating such approaches into a more conventional position.

The reality of the job search is often challenging, no doubt. One of the best ways to overcome this is to reach out to your peers and colleagues, as well as professional and student communities like Net Impact. Such networks provide both reinforcement and opportunity. Armed with such support, as well as the advice found in these pages and the dedication to work that makes an impact, we trust readers will succeed in carving out a fulfilling career in corporate citizenship.

Each path may take a different turn, but it always begins with a deliberate step. As Nathan Arbitman says, "Your career will be defined by all the jobs you've had. If you've been true to your values and pursued what's made you happy, you'll look back and say that it's been a good career."

“**IF YOU’VE BEEN TRUE TO YOUR VALUES AND PURSUED WHAT’S MADE YOU HAPPY, YOU’LL LOOK BACK AND SAY THAT IT’S BEEN A GOOD CAREER.**”

~ Nathan Arbitman
DuPont

APPENDIX

APPENDIX



ADDITIONAL RESOURCES

We encourage you to explore the following resources in the pursuit of a career that makes an impact on the world.

NET IMPACT | WWW.NETIMPACT.ORG

Net Impact represents a new generation of leaders spanning sectors and industries who are putting their business skills to work for a better world. Our programming helps 20,000+ members in nearly 280 chapters worldwide transform their careers to make a net impact that benefits not just the bottom line — but people and planet, too.

We educate students and professionals, helping them discover how business careers can be used for good.

We connect changemakers online and in person, through thousands of local events and our annual Net Impact Conference.

We support real-world impact, helping members develop and apply their skills to lead social and environmental change on campus and in the workplace.

Visit us online >

PUBLICATIONS

Leadership Competencies for Corporate Citizenship: Getting to the Roots of Success, Carroll School of Management's Center for Corporate Citizenship at Boston College (Deloitte Development LLC, 2010). Available with free online registration.

Access the PDF >

Profile of the Profession 2010: Corporate Citizenship Leaders for Today and Tomorrow, Carroll School of Management's Boston College Center for Corporate Citizenship (2010). Available with free online registration.

Access the PDF >

Profession and Purpose: A Resource Guide for MBA Careers in Sustainability, Katie Kross (Greenleaf Publishing, 2009).

Visit Katie Kross online >

ACKNOWLEDGMENTS

WE WOULD LIKE to thank Katie McNerney of LeaderFit for providing the compelling interview content that was the backbone of this guide; Erin Lampe for her design insight and patience; Chris Pinney, Senior Fellow of the Aspen Institute Business & Society Program, and former Director of the Center for Corporate Citizenship at Boston College; and the GE Foundation for the funding that made this guide possible.

We benefited from the counsel, advice, and ideas of many, including Sean Ansett, formerly of Gap, Inc.; Jennifer Haroon of Google.org; Sylvia Kinnicutt of

the Center for Corporate Citizenship at Boston College; Katie Kross of The Center for Energy, Development and the Global Environment (EDGE) at Duke University’s Fuqua School of Business; Jo Mackness of the Center for Responsible Business at University of California, Berkeley’s Haas School of Business; Dave Stangis of Campbell Soup Company; and Ellen Weinreb of Sustainability Recruiting.

We greatly appreciate the multiple people who helped connect us with the interviewees, including Miranda Ballentine of Walmart; Dan Bross of the Microsoft Corporation; Beth Cieslik of the Target Corporation; Sally Harrison of DuPont; Jason McBriarty of Levi Strauss & Co.; Adele Peters of the Center for Responsible Business at University of California, Berkeley’s Haas School of Business; R. Paul Herman, CEO and Founder of HIP Investor; Elizabeth Zeller, Manager of the Intel Foundation and Senior Finance Manager of the Intel Corporation; and Rachel Sylvan of Sodexo.

Finally, we would like to thank all of our interviewees for their time, energy, and commitment to corporate citizenship in all its forms — their willingness to share their experiences was invaluable to this project.



Net Impact is an international nonprofit organization with a mission to inspire, educate, and equip individuals to use the power of business to create a more socially and environmentally sustainable world.

The Carroll School of Management’s Boston College Center for Corporate Citizenship is a membership-based research organization committed to helping business leverage its social, economic, and human assets to ensure both its success, and a more just and sustainable world.

Corporate Careers That Make a Difference is made possible through a grant from the **GE Foundation**.



ABOUT NET IMPACT

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