ELS 141 / AMER 141, Innovative Social Enterprises

Taught in partnership with the Tufts Jonathan Tisch College of Civic Life
Spring 2018
Tuesdays, 130-4pm
Lincoln-Filene Center, Rabb Room, Tisch College of Civic Life

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                  please note that as a general rule I do not answer emails on weekends

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Course overview

Innovative Social Enterprises is structured to provide students a highly interactive exploration of core skills vital to social entrepreneurs. We start with awareness (self, context, relationships) and move quickly to practicing requisite disciplines (asking questions; testing and reframing assumptions; forming teams and other alliances; identifying opportunities, risks, and resources; giving and critiquing pitches; making go / no-go decisions). We will practice an iterative rhythm of weekly information gathering, sensing, assessment, and reframing, with emphasis on creating compelling value for multiple stakeholders. Students will engage in individual reflection and pitching as well as three team pitch-offs.

Course objective

This course is designed to equip students with a practical discipline of asking effective questions. Whether students aim to found social enterprises, join social enterprises, or possibly fund, regulate, or incubate social enterprises, they will come away with sharpened self-awareness and practices for innovative leadership in the social enterprise sphere.

Critical questions we will address include:
identity / self-awareness — who am I? why might social entrepreneurship be for me? what is success for me, in this context? how will I know if I'm on track (or not)? how can I maintain good situational awareness? what practices can I cultivate starting now, to be a generative leader in any role or arena?

intention and purpose — what problem or opportunity do I want to address? why? (with) whom do I aim to engage? what role do I want to play, and what arena do I want to play in?

alignment with stakeholders and allies — who cares about that same challenge or outcome? who prospers when we prosper? who are my teammates? who will pay, and why?

bricolage — what resources will I need? [including capital, information / intelligence, time, space, materials, partners / suppliers / vendors, teammates / employees / volunteers, advisors (senior and peer), customers, allies and competitors, a life!]

execution — what constitutes a compelling proposition, for me and for others? what are my / our strategic and tactical priorities? what models can I borrow or adapt? what are the likely failure modes, for me and for my enterprise? what can I do to avoid those? when does it make sense to walk away?

Required materials

Note that there are three required titles everyone will read and discuss; you are each required to choose ONE from the individual choice list. Thus your total book count will be 4. You are of course welcome to read more than that, as your time and interest dictate.

REQUIRED FOR ALL:
Dethmer, Chapman, Warner, The 15 Commitments of Conscious Leadership
Scharmer & Kaufer, Leading from the Emerging Future
Tjan, Harrington, Hsieh, Heart, Smarts, Guts, and Luck (see also http://www.hsgl.com)

INDIVIDUAL CHOICE — PICK ONE:
Anderson, Confessions of A Radical Industrialist (corporate / general) — out of print, but some copies available; perhaps you can also find it in digital form or from the library
Berry, Bringing It to the Table (food / agriculture)
Chouinard, Let My People Go Surfing (apparel / textiles)
Collins, Nature of Investing (finance)
Hsieh, Delivering Happiness (consumer / retail)
Jackley, Clay, Water, Brick (microfinance / emerging markets)
Jones, Rebuild the Dream (public sector)
Kidder, Mountains Beyond Mountains (health)

Please note that we will hit the ground running with a discussion of Heart, Smarts, Guts, and Luck, so please read it and take the profile test before our first session. If you join the class after the first session, you can catch up in the second week.

Grading

Social entrepreneurship is a full-contact team sport. So is this course. Final grades are earned by benefiting the group as much as by individual performance: team pitches 40%, individual pitches 20%, class participation 20%, homework 20%. This corresponds to weighting by activity type as follows:

Activity	Grading opportunities	Combined percentage of final grade
Class participation	13 sessions	20
Homework	16 reflections	20
Individual pitches	4 pitches	20
Team pitches	4 sprint 1 pitches 3 sprint 2 pitches 3 sprint 3 pitches	40
Total		**100**

Homework and class participation will be scored using 1, 2, 3, or zero. NOTE: each class will include active discussion of the topic and hand and/or student discoveries; students will earn a 3 for spearheading worthwhile exchanges. Substantive contributions (thoughtful questions, illuminating comments, or constructive debates) will also earn 3.

Homework is due by 15 minutes before class, unless expressly posted otherwise. All homework is to be submitted online.

Pitches will be scored on a 10-point scale: 5 points for content, 5 points for clarity and delivery.

This course is not graded on a curve.

How to earn final grades:
A: consistent 3 on homework and class participation; 9 or better on pitches
B: consistent 2 on homework and class participation; 7 or better on pitches
C: mix of 2 and 1 on homework and class participation; 6 or better on pitches
D or F: multiple 1 or zero marks; 5 or less on pitches

Syllabus / outline:

Subject to revision in response to weather, in-class and outside-class developments, etc.
All updates will be posted on Trunk.

	Prior to class	In class
23 January session 1 intros, definitions, and understanding context	WATCH / READ: Heart, Smarts, Guts, and Luck PREPARE: **each** — HSGL self-assessment	review syllabus, course objectives & grading introductory / framing discussion: who am I? why social entrepreneurship? what is it? why not Friedman's dictum? which arena (for-profit, nonprofit, government, NGO, etc.)? *Sivers, How to Start a Movement* *Mason, Postcapitalism* *Diamandis, Abundance* *Weiner, Not Recession but Transformation*
30 January session 2 on forming teams; start sprint 1	WATCH / READ: Sinek Start with Why TED Talk Krogue, Who, then Why Sivers, How to Start a Movement CHOOSE ONE (others optional): Nature of Investing (finance) Bringing it to the Table (food / ag) Confessions of a Radical Industrialist (corporate) Delivering Happiness (retail / logistics) Let My People Go Surfing (apparel / manufacturing) Rebuilding the Dream (public sector) Clay, Water, Brick (health / emerging mkts) Leading from the Emerging Future (general) PREPARE: **each** — Reflect: 1-page written or graphic manifesto: who am I? what do I believe / care about? how do I think about the future? what arena do I want to enter? what role do I aspire to play? why social entrepreneurship is / might be for me? what is my intention / aspiration / goal in the context of my chosen arena; what model(s) inspire me? **Prepare two 60-second pitches**: 60-second pitch to potential team members, either as founder or first follower; 60 seconds on a social enterprise that inspires you / founder you aspire to emulate	on forming teams: alignment + heterogeneity establish roles & rules for first pitch-off declaring: 60 seconds to identify self (HSGL, intention / why, arena, lead / follow / join) naming models: 60 seconds on a social enterprise that inspires you / founder you aspire to emulate discuss choose up teams, formulate business concepts guest speaker: Karen Biscoe, CONFIRMED
06 February session 3 avoiding the classic blunders; making a practice of asking questions	WATCH / READ: Leading from the Emerging Future, Intro, Ch. 1-3 (140 pgs) PREPARE: **each** — Reflect: 1-page written or graphic summary of most important question(s) I need to answer to be successful in my chosen role, team, and arena **per team** — **Prepare 60-second pitch**: what is our intention, what is our business concept, how do we define success?	60-second pitches how to begin? what resources do I have? what resources do I need? what obstacles do I face? what assumptions do I need to shed? how to frame and prioritize questions? discuss: why "the world needs…", "everyone who…" are dead ends, and other classic blunders **Special Guest Lecturer** Lawler Kang / League of Allies CONFIRMED

13 February session 4 *what is our value proposition and why will anyone "buy"?*	WATCH / READ: How to Create Shared Value (28 pgs) The Ecosystem of Shared Value (18 pgs; on Trunk) PREPARE: **each** — **Survey** 3 prospective stakeholders (customers, competitors, partners, funders, and/or employers); **Reflect**: 1-page written or graphic summary of takeaways (what were going-in expectations; whom did I interview; what did I ask and how did stakeholders answer; how were my expectations confirmed, challenged, or altered) **per team** — **Prepare 60-second pitch**: who is our customer, who are our stakeholders, what is our value proposition?	who cares? why? who is our customer? who are our stakeholders? what is the value proposition in their minds? is there a business model? who wins if we win? guest speaker: Bob Jones / Scientific Nutrition Products CONFIRMED 60-second pitches, discuss and critique
20 February session 5 *from concept to business: asking effective questions*	WATCH / READ: Top 20 Reasons Why Startups Fail Why Startups Fail The 7 Real Reasons Why Startups Fail Social Enterprise Investment Is Up But… PREPARE: **each** — **Survey** 3 prospective stakeholders (customers, competitors, partners, funders, and/or employers); **Reflect**: 1-page written or graphic summary of sprint team proposition, focusing on hypothesis / concept, survey learnings, my intention & role on the team. What is emerging? **per team** — **Prepare 3-minute pitch** on concept, focusing on why (intention, goal, success), who (customers and other stakeholders), how (value proposition), what, who (team)	3-minute pitches turning the concept into a business guest speaker: Yuri Cataldo, CONFIRMED discussion and peer critique: what is our core concept (why, how, what)? how do we (individually, as a team) define success? who are our customers and other stakeholders? how do we generate revenue? what is our market? what are our obstacles? how can we test our assumptions? what is our minimum viable product? what are our gaps?
27 February session 6 *how to decide, go / no-go?* **finish sprint 1; start sprint 2**	WATCH / READ: excerpt from Type R (distributed on Trunk) Brené Brown TEDx talk; interview PREPARE: **each** — **Survey** 3 prospective stakeholders (customers, competitors, partners, funders, and/or employers); **Reflect**: Write / illustrate 1-page reflection on survey learnings; Write / illustrate 1-page written or graphic summary of sprint team proposition, focusing on hypothesis / concept, stakeholder survey learnings, my intention & role on the team. What is emerging? **per team** — Write / illustrate 1-page reflection on surveys and readings: what organizational structure is best suited to our social enterprise; what cultural norms and priorities will be conducive to our success in that enterprise? **Prepare 3-minute pitch** why (intention, goal, success), who (customers and other stakeholders), how (value proposition), what, who (team) — **sprint 1 finish line!**	Finding our tribe / village and allies: who, what, where are resources conducive to our success? Who prospers if we prosper? Also how do you know if you have a bad idea? guest speaker Diane Basemara / Amooti, CONFIRMED **first pitch-off; stay or shift**

06 March session 7 how to think about funding	WATCH / READ: Kauffman Sketchbook: Money Game HBR: A New Approach to Funding Social Enterprise SSE: What Funding Is Available for Social Entrepreneurs? Social Earth: 130 Ways to Fund Your Social Venture Kline: Is Equity Crowdfunding Right for your Company? PREPARE: **each** — **Survey** 3 stakeholders **Reflect**: write / illustrate 1-page reflection on learnings (what were my assumptions, whom did I interview and why, what did I ask and what did they answer, how were my expectations confirmed, challenged, or altered, what are my new questions); **per team** — **Reflect**: write / illustrate 1-page reflection on funding options (what funding options are most appealing to our team, and why; what questions do we need to answer before seeking funding or choosing a funding option?) **Prepare 5-minute pitch**: overview of why, who, how, what; focus on the core value proposition. Highlight top 3 stakeholder learnings / questions about how to fund this social enterprise.	how do we fund this social enterprise? what capital is aligned with our mission and our definition of success? guest speaker: Barbara Clarke, CONFIRMED
13 March session 8 making and delivering an effective pitch	WATCH / READ: The Only 10 Slides You Need The Best Startup Pitch Decks [your chosen book] PREPARE: **each** — **Survey** 3 stakeholders **Reflect**: Write / illustrate 1-page reflection on survey learnings; Write / illustrate 1-page reflection on best startup pitch decks: which stood out to you as best / worst and why (cite specific examples) **per team** — **Prepare 5-minute pitch — first time with visuals**: why, who (customers and other stakeholders), how (value proposition), what, who (team), focusing on learnings / insights / questions	practice pitches and peer critique discussion: what is our why? is it clear? is it compelling? what kind of leadership does our social enterprise need in order to succeed? what business model fits best? what are our strategic priorities? what is my key leadership contribution? **guest speaker Mara Bolis**
20 March	WATCH / READ: chosen book from optional list (if you haven't done so yet) 15 Commitments; Leading from the Emerging Future (get ahead for next two weeks!)	SPRING BREAK — NO CLASS

27 March session 9 fundamental socent leadership disciplines: self-awareness, contextual awareness, relationships finish sprint 2, start sprint 3	WATCH / READ: Why Good Leaders Make You Feel Safe From inclusion to belonging Leading from the Emerging Future, Ch 4-7 (97 pgs) chosen book from optional list (if you haven't done so yet) PREPARE: **each** — Survey 3 stakeholders Reflect: Write / illustrate 1-page reflection on survey learnings; Write / illustrate 1-page self-assessment based on past 8 weeks: what are my leadership strengths and weaknesses as a social entrepreneur? which derive from who I am, and which derive from experiences or assumptions? what kinds of teams do I need to seek out? **per team** — Prepare 5-minute pitch with visuals, Highlight stakeholders, customer value proposition, concept validation; identify obstacles, gaps, and open questions, along with corresponding next steps to address them.	second pitch-off; stay or shift discussion: what makes a compelling pitch (content, style, delivery, etc.)? What makes a pitch unengaging or a turnoff? how to avoid the innovation trap? guest speaker Alyssa Dver, CONFIRMED
03 April session 10 "well stolen is halfway done"	WATCH / READ: chosen book from optional list [get started on 15 Commitments, Parts 1 & 2 (300 pgs)] PREPARE: **each** — Survey 5 stakeholders Reflect: write / illustrate 1-page reflection on survey learnings; Prepare 1-minute presentation (with or without visuals) on chosen enterprise or founder: why did you choose the one you did, what surprised you or changed your thinking, what resonates with you and your aspirations, what about the author's approach or persona is well aligned and what is not (what can you borrow and what should you leave aside)? **per team** — Prepare 10-minute pitch with visuals, incorporating learnings from stakeholder surveys and readings; refer to Kawasaki and Best Startup Pitch Decks for examples	1-minute presentation and 1 minute Q&A each on chosen founder / enterprise team pitches discussion and takeaways guest speaker Tibor Toth, CONFIRMED
10 April session 11 authenticity and conscious leadership	WATCH / READ: 15 Commitments, Parts 1 & 2 (300 pgs) PREPARE: **each** — Survey 5 stakeholders Reflect: Write / illustrate 1-page reflection on survey learnings; Write / illustrate 1-page reflection on reading: what surprises, epiphanies, or other discoveries have you as an individual and / or your pitch team encountered? What commitments come easily to you, and which are more difficult? How has your thinking changed so far during this course? How have your questions evolved? **per team** — Refine 10-minute pitch to incorporate learnings from stakeholder surveys, readings, and team interaction	discussion: telling your story, maintaining strategic perspective, keeping conscious commitments practice pitches guest coach Linda Plano, CONFIRMED

17 April session 12 is it soup yet? bringing it all together	WATCH / READ: tbd, based on student / team developments PREPARE: **each** — **Survey** 5 stakeholders **Reflect**: Write / illustrate 1-page reflection on survey learnings **per team** — Write / illustrate 1-page reflection on learnings from Linda Plano **Refine 10-minute pitch with visuals** to incorporate learnings from Linda, stakeholder surveys and readings, and team interaction	practice pitches!!! further discussion: defining the MVP
24 April session 13 **finish sprint 3**; individual declarations	PREPARE: **each** — **Reflect**: 1-page leadership profile on yourself (who are you, what are your strengths and leadership style, what are your likely failure modes, what are your commitments to yourself and your stakeholders, what role are you best suited to play, what arena do you want to enter, what will success be for you.) What has changed since your first self-reflection in session 2? **Prepare 60-second pitch** on yourself as a social entrepreneur, drawing on all you have done this term: what is your entrepreneurial leadership profile? What are your strengths and liabilities? What do you aim to accomplish, in what sector or arena? What is your WHY, and WHO is your tribe? HOW will you make a difference in the world? WHAT do you aim to do first? **per team** — **Polish and finalize 10-minute pitch**	**final pitch-off** guest judges Alice Finn, Kerry Bowie CONFIRMED individual declarations, discussion and wrap-up
14 May		[grades due 9am]