



Social Entrepreneurship Research Goes Global

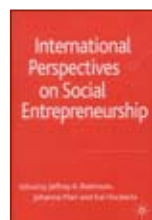
Robert Owen, a British cotton mill owner who died in the 17th century, could be described today as a social entrepreneur. Although he ran his cotton mill in New Lanark, Scotland, for profit, he invested in mechanisms to improve the lives of those who lived and worked there, especially children.

While social entrepreneurship (SE) has existed for some time, research in the area remains relatively scarce. IESE Prof. Johanna Mair, Jeffrey Robinson and Kai Hockerts first explored the topic in their book, *Social Entrepreneurship*, born of research presented at IESE's first International Entrepreneurship Research Conference in 2005.

Now the authors are back with *International Perspectives on Social Entrepreneurship*. This new volume draws from research presented at the second International Entrepreneurship Research Conference held at the Berkley Center for Entrepreneurial Studies at **NYU Stern School of Business**. Featuring 20 global scholars, this follow-up seeks to provide new directions to existing theories.

"Our goal is to move the conversation beyond the discussion of definitions toward a discussion of constructs, concepts, frameworks and theories of social entrepreneurship," explain the authors.

Shalei V.K. Simms and Jeffrey Robinson kick off by exploring the dual identity of individuals who embark on SE, suggesting that social entrepreneurs have both an inner activist and inner entrepreneur. The dominance of one of these identities over the other is often related to the kind of organization these SEs form.



International Perspectives on Social Entrepreneurship

Jeffrey A. Robinson,
Johanna Mair,
Kai Hockerts
Palgrave MacMillan

A Practical Guide to Having a Job and a Life

It's been a hard day. You started at 8 a.m., worked through lunch and hurdled one problem after another. Now it's 5 p.m. and you're rushing out to pick up your kids. "Working just a half day?" a colleague sneers at you. The question adds to that gnawing fear that you are choosing between your family and the fast track.

Scenarios such as this are not uncommon in a corporate world still coming to terms with the push for a better balance between professional and personal lives. IESE Prof. Steven Poelmans and Prof. Paula Caligiuri of **Rutgers University** offer a practical guide to how this can be achieved in *Harmonizing Work, Family and Personal Life*. The authors draw on a range of international case studies to provide a framework for policy design and implementation. The book states that the mere implementation

of work-life programs does not necessarily guarantee a family-friendly working environment, though. When **IBM** first introduced such policies, it had to first change the mindset of its managers and employees, for example.

"The attitude of the direct supervisor therefore plays an important role, because he/she decides if and how formal procedures are implemented on a daily basis," Poelmans says.



Harmonizing Work, Family and Personal Life

Steven Poelmans, Paula Caligiuri
Cambridge University Press



Here we highlight the most popular features from the school's knowledge portal, IESE Insight.

Held in Trust

Transformations and adaptations cannot take place within an organization unless the employees trust their leader. Studies have shown that transformational and charismatic leaders are able to build this trust in their followers, and that there is a correlation between leadership and effectiveness.

Conversely, if there is a lack of trust within an organization, employees are more likely to take a defensive stance, which can be detrimental to the organization and its performance. Given the current economic climate and prevalence of downsizing, creating trust is a challenge like never before.

Recognizing the seriousness of this issue, IESE Prof. Pablo Cardona and Wei He look at how trust is initiated, developed and maintained in organizations. Their paper, "Trust Me, I'm the Boss" examines the factors that influence trust levels in boss-subordinate relationships, and they suggest some ways of restoring the trust that is so essential for the successful running of any organization.

CSR and the Crisis

Explaining a crisis – especially one as major as the housing crisis that has shaken global markets since 2007 – is a complex undertaking given the multiplicity of causes involved. While the economic reasons may be clear, one must also consider the psychological, social, political and ethical factors that, while far from being alternative explanations, offer complementary perspectives.

The ethical interpretation of the crisis adds another dimension to the economist's analysis. An economic explanation of the crisis is undoubtedly appropriate, although the ethical perspective paints a clearer picture of the human motivations and explanations, which may not be distinct but are certainly more complete, and thus provide a more precise identification of the consequences of the economic decisions, particularly with regard to the long term.